Supervisory Management

JANUARY 1956

SHOULD EMPLOYEES HELP SOLVE A SUPERVISOR'S PROBLEM?

INTEREST IN PEOPLE: KEY TO SUCCESSFUL COMMUNICATIONS

IS UNION MERGER A THREAT TO MANAGEMENT?

AMERICAN MANAGEMENT ASSOCIATION

EDITOR TO SUPERVISOR

In this day of specialists, one of the dangers that management men face is a limited range of interests. There's a constant temptation to think in relatively small circles, to be concerned only with the problems of one's immediate job. For the man whose aptitudes and preferences encourage him to be a specialist, this tendency has merit. Certainly our nation, our entire world, needs specialists as never before.

For the man who prefers a career in management, however, a limited range of interests can mean the end of his progress. When a man is asked to assume his first management responsibility, he reaches a crossroads in his life. Up to this point he has been a specialist—a machinist, an accountant, an engineer. He has probably functioned with efficiency in his own sphere. His concern with the problems of his immediate job has resulted in advancement. Now, in the time for decision, he must convince himself that he can become equally enthusiastic about broader goals.

SUPERVISORY MANAGEMENT believes that most of its readers have made this decision. We are convinced that the majority of men who are experiencing success as supervisors are reaching for wider opportunity, for higher management goals. Therefore we publish articles which cover virtually every activity that goes to make up a business. An article on traffic control, for example, such as appears in this issue, is intended not only for the traffic supervisor. The insight it gives into traffic problems can benefit other supervisors as well. The benefit may not be apparent today or tomorrow, but sometime in the future (and perhaps in the very near future) the knowledge gained will produce better judgment, a more intelligent decision, in an unexpected circumstance.

When a man gets a promotion, there is often someone who will say, "The lucky devil!" But there's a much wiser saying, which is more appropriate: "Luck is when preparation meets opportunity."

Hubert Clay

Supervisory Management

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WHEN LEVELS of MANAGEMENT DISAGREE

By Kirkland Sloper

The material handler's job was eliminated. Neither the workers nor the foreman liked the idea

JOHN BARKER is in charge of a production machine department on miscellaneous castings in a medium-sized plant. Some of his machine operators transfer their work from a conveyor, others from trucks or tote pans.

Recently the Budget Department made a study of indirect labor allowances, and recommended to John that he eliminate a material handler's job. This man did miscellaneous work around the department, a small part of which consisted of bringing castings to machine operators. The job had existed for some time, and John resented the implication that he had been inefficient in continuing it. As a result, he argued heatedly against the recommendation.

Following the regular procedure in those cases where the Budget Department and a supervisor don't agree, the problem was first referred to the plant superintendent and finally to the plant manager. Their decision, based on a review of similar work situations, was to eliminate the material handler's job. John accepted the decision with reservations, and the material handler was transferred.

The following day, the union committeeman, George Randall, came to John's office and protested

loudly that all the machine operators now had additional work to do, and that the precedent of having a material handler should not be broken.

Just for a minute, John was tempted to make a halfhearted rebuttal and let the grievance be carried on up to the higher levels where the decision had been made in the first place. This, he felt, would "prove" to them that their decision had been wrong.

But John was experienced enough to know that in the end this would only reflect on his own ability, both in the eyes of higher management and his own workers. He also knew that having reservations himself, it would be difficult to give George a convincing argument without some further thought.

"George," he said, "there are some angles on this matter I have to study a bit yet. Can I give you a ring later today? And by the way, I wish you wouldn't go out on a limb by talking openly about this."

George agreed, and John leaned back for some serious thinking. Probably no one would ever have known what went through his head if he hadn't, a couple of weeks later, in good humor, told the plant manager the whole story.

"At first," he said, "I couldn't overcome my resentment toward you and Carl [the superintendent]. I stewed around for quite a while until I realized I wasn't getting my problem solved, and then I remembered something you said at one of our monthly meetings last winter—how you'd argued with the V.P. for a certain kind of conveyor system and got kicked in the teeth, but found out later you'd been wrong. I faced up to the fact that at some time or another, we all have to accept decisions and policies that are irritating but are beneficial to the company as a whole. Once I'd swallowed that, I could go a step further in my thinking. I had to admit to myself that I couldn't tell for sure what the effect of the change would be until I'd given it a fair trial. So I decided I must at least try to get along without the material handler, and persuade George and the others to accept the change also."

A plan of action

Once John's own mind was open to the new procedure, an idea for opening his workers' minds suddenly occurred to him. He remembered that a nearby department, engaged in machining and assembling components for government work, hadn't had a material handler for

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some time, and he decided on a plan of action.

He asked George and three other key employees to stop in at his office. When they arrived, he didn't mention the material handler but talked about the various improvements that had been made in their department over the years: the installation of conveyors, the changes in setup procedure, modification of inspection, and others. In each case, he reminded the employees how there had been opposition in the department to the changes, and how it was due to the understanding and support of such employees as these three that they had finally been accepted. In the end, all the changes had benefited the employees and the company.

After about 15 minutes, and still without mentioning the present grievance, John said, "Before we talk any more, I'd like you to take a little walk with me."

He led the somewhat puzzled men down the hall to the machining and assembling department. This operation was handled almost entirely by women.

As the group of men watched, a girl at a punch press finished her materials, stood up, took two steps, and brought back a light pan of additional parts to process. In the next few minutes, several other women did the same thing.

John made no direct comment. He merely hoped that the natural rivalry in department loyalty would bring home the point. Then he said, "I wonder if you'd like to do a little more talking among yourselves about getting along without the material handler. I'll see you about it later."

Toward the end of the day, he called George into his office and asked him if the employees would be willing to continue operating without the part-time service of the material handler. George agreed to give it a fair trial. And that was the last John ever heard about the matter. ♦

Mistakes Can Pay Off

A taciturn but successful superintendent was asked to what he attributed his success. He replied, "Good judgment."

"But where does one get good judgment?"

"From experience," he growled.

"But," persisted the questioner, "how does one gain experience?"

"Purely," he said, "as the result of bad judgment."

We expect some bad judgment. The worst mistake a beginner can make is that of trying to hide, deny, or cover up his errors. The sooner he learns he is not expected to bat 1,000 per cent, the sooner he confesses and profits by his failures and assures his future success.

—F. Y. Tiernan, in AMA's *Manufacturing Series*, Number 219.

Should Employees Help Solve a Supervisor's Problem

By Dean D. McKinney

Here's an actual case showing what happened when a group of workers was allowed to decide how to handle an annual inventory

"GIVE employees a voice in what they do and they'll do it better." This advice is often heard in management circles. Is it sound, however? Does it really work? Is the time spent actually worthwhile? Can a supervisor run the risk of letting employees make decisions, or help make decisions, which affect an entire department or operation?

Our experiences at Hammermill Paper Company have been helpful in providing answers to these questions. In 1951 and 1952, our mill and office supervision began exploring the pros and cons of democratic leadership in human relations training sessions. These were conducted by Dr. Norman R. F. Maier, industrial consultant and psychologist of the University of Michigan, over a six-month period. Group decision was studied as a valuable technique in leading or supervising employees more democratically. Its dangers and advantages were analyzed by the supervisors, and a number of role-playing case problems from actual industrial situations were used for practice.

As a result of these sessions, several of our supervisors have used the group-decision method on supervisory problems that involved the need for employee cooperation, higher productivity, and new ideas. Originally, only a few of the supervisors were willing to let their people have a voice in department operations. But with thoughtful planning on how a problem should be presented to a group, and by

use of common sense control measures, more supervisors have gained confidence.

The following case is typical of a number of reported uses of group decision in our company. The department involved is an assembly operation employing sixteen women and three stock boys. The supervisor attempted to find a solution to a department problem that had caused trouble for many years. The case is presented here in virtually the same form as written by the supervisor in his own report. It is based on the five steps recommended by the company: stating the problem clearly, getting evidence of the problem from the group, finding possible causes, finding possible solutions, and following up on whether the group's solution is working.

The dust that inevitably collects on thousands of stored packages of printed material makes our inventory a dusty and dirty job. As the time for it approached this year, several of the assembly girls voiced protests, as they had in the past. I presented the problem to the group, pointing out that there were three major questions to be decided upon:

1. Which members of the department should help in taking the inventory?

2. If all members were to help, should a member of the department who is totally deaf be expected to help?

3. Should work clothes for the job be purchased by the company? If so, what type? If not, why not?

Possible causes or reasons given by the group for this being a problem in past years were:

1. Working in dusty quarters when unprepared.

2. An overload of normal production (assembly work) on some girls, which prevented them from helping others during inventory.

3. The necessity of working in pairs, which made it impossible to work with the deaf employee because of the talking required.

4. Specialized jobs within the department that seemed to allow the specialists to ignore the general inventory work.

5. Lifting of objects that were too heavy.

After considerable discussion among the girls, the following solutions were agreed upon:

1. The girls unanimously agreed to wear jeans or old clothes. They wanted to be notified in advance of the day set aside for their part of the inventory. They preferred wearing *their* old clothes to any the company might purchase. Additional time would be given, if necessary, to change and clean up. The girls also were given permission to use the shower in the rest room at specified times.

2. As supervisor, I agreed to set inventory deadlines for the different pairs of girls a day or two

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ahead of the starting time for each pair.

3. Assembly girls agreed to handle the extra portion of the deaf employee's aisle inventory, so that she could continue to work on assembly work. But she would not feel "left out," because the girls would work just an aisle or two a day.

4. Specialized job holders within the department agreed to take inventory on their own specialty items as the items came along in the inventory process. (For example, the girl who runs the film-testing equipment was given her aisle of film supplies to inventory along with the aisle directly adjoining.)

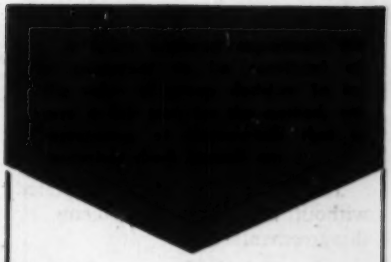
5. The stock boys and I agreed to help the girls move any heavy material whenever they needed it. (This was not really a problem, since all girls are advised from the moment they start working in the department that they should not lift any heavy object.)

Results were generally quite favorable. However, a problem did arise.

One girl later changed her mind about being willing to work on inventory. She said, "I haven't had to take inventory in five years and don't know why I should do it now."

I mentioned the fact that she hadn't disagreed when the group held the discussion.

She said, "At that time I felt I had to agree. Furthermore, I don't see why I should have to do such a job because some of the girls who haven't been here more than a year or so decide that I should. If you'd told me to take inventory directly, I wouldn't have minded. I'd have done so. But to do it because of some of these young girls makes me mad." (TURN PAGE)



1

How did you state the problem to the group?

As leader, did you fully study the problem in advance for all known facts? Does the problem really concern your group? Did you ask the group's help?

2

Was evidence of the problem drawn out of the group?

Did you invite ideas from the group on why the problem is a problem? What evidence was given to better understand or picture the situation? Were opinions kept separate from facts?

3

What possible causes of the problem were given by the group?

Did you get active and full participation? Was "free discussion" really encouraged at all times? Were minority opinions respected? Did members of the group do most of the talking? Or did you?

4

What possible solutions did the group develop, and which ones did they decide were best?

Does the final solution contain some of each person's thinking? Is the solution a true "meeting of minds"? Does the group feel that the problem can be reopened at any future time for discussion?

5

Is the group's solution working?

Can you report any results?

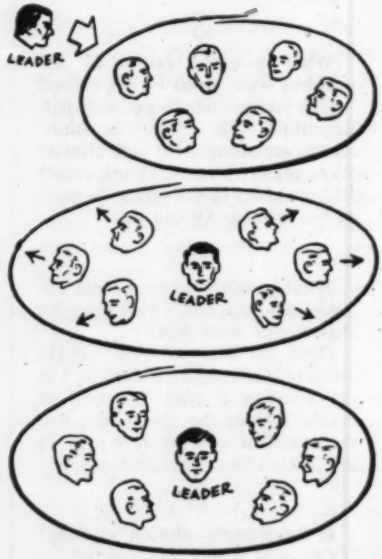
I tried to explain the democratic procedure of group decision, but she wasn't impressed. However, it is interesting that the following day she volunteered to work on the inventory "so there won't be any trouble."

The inventory was completed without any further problems or disagreements.

The group-decision method is not applicable, of course, to all departmental problems. It works best in a situation where alternate courses of action are worth experimenting with in order to achieve the desired results. In this way neither the supervisor nor the employees have anything significant to lose, even though the problem may be a difficult one, which has not yielded to the usual supervisory methods.

In the case presented here, how many supervisors could have arbitrarily selected certain girls to take the inventory, and still have kept the group contented and productive? How many could have arranged work assignments so that the deaf girl would not have felt left out? And how would the girls have received a direct supervisory decision that they furnish their own clothes for the job? ♦

Three Different Types of Leadership



Autocratic Leadership

Here, the leader imposes his authority from outside the group. He gives orders, makes decisions, passes along information. The group is told what to do so far as the job is concerned.

Laissez-Faire Leadership

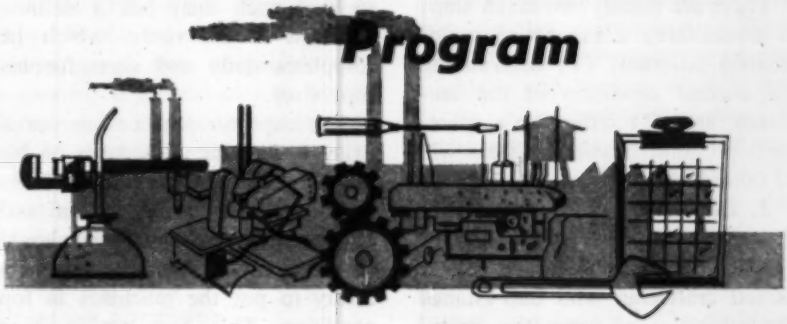
In this situation, there is no organized control of the group. Each individual goes in his own direction and makes his own decisions. The leader is simply one of the group.

Democratic Leadership

Here, decisions are made on the basis of group discussion. The group accepts responsibility and puts forth its best effort because the goal has been set by the group and not by the leader alone.

Adapted from Dr. Norman Maier's training course in human relations at Hammermill Paper Co.

Establishing a Preventive Maintenance Program



By B. F. Rygh

Are you attempting to judge the merits of such a program? Here are pros and cons to consider, and a guide for action

Most men like to think of themselves as being progressive. Yet deep within them is a resistance to any changes that affect their lives. One of the greatest difficulties in establishing a new procedure or a new program lies in overcoming this resistance to change.

Although the typical plant supervisor may not have a direct hand in establishing a preventive maintenance program, he usually plays some part in getting it under way. It is important, therefore, that he understand some of the problems involved. In this way he can judge more intelligently the probable advantages and disadvantages.

This article describes the steps that are usually involved in setting up the program. It discusses how to evaluate the data collected. It lists several ways in which to handle inspections on a long-term basis. And finally, it summarizes the advantages and disadvantages of preventive maintenance.

Definition

Preventive maintenance is a planned program of regular and complete inspections indicating what is needed to assure continuous machine operation until the next scheduled inspection. Preventive maintenance is more systematic than "breakdown maintenance," since the latter usually includes only

the observation of machine failure or near failures, and the necessary repairing on an emergency basis.

Establishing a program

There are usually two major steps in establishing a preventive maintenance program: (1) determining the current condition of the machines, and (2) setting up a spare-parts program. These two steps will be considered in detail.

1. *Determining the current condition of machines.* An initial inspection should be made by a skilled craftsman who understands the principles of preventive maintenance and who is an expert in the types of machines involved. One inspector, rather than many, is preferable, so that uniformity of inspection is achieved.

Machines should be subjected to a tear-down inspection as far as necessary in order to examine every bearing and wearing surface and also to change gears and sprockets. If the machines are complex electrically, it will be necessary to provide an electric inspector also.

A lubrication survey should also be conducted to determine the types of lubricants needed and the frequency of lubrication. (Oil companies can be an invaluable aid in setting up a lubrication program.) From this survey, routes can be established that take a man approximately a working day to cover. Along with the lubrication routes, it is advisable to set up a schedule so that each man has a definite checklist of his route, which he completes daily and signs for his supervisor.

The inspector does a minimum of fixing and repair while he is on his job of preventive maintenance inspections, both in the original and in ensuing inspections. A list should be prepared of all the repairs necessary to put the machines in top condition. This does not imply a complete overhaul or a new machine. It does mean a machine that is in reasonably good condition, one that can be expected to run whenever required. Such repairs should be made by regular maintenance men.

Time records should be kept of the initial inspections as a guide in setting up the routine preventive maintenance inspections which are to follow.

2. *Setting up a spare parts program.* Along with the maintenance inspection, a complete spare-parts inventory is made. Spare parts are tagged with proper data, so that it is easy to determine which part will be needed by which machine. In

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this way anyone can find the proper parts. The parts should be tagged and located as near as possible to the machines on which they are used.

A list of the spare parts by machine should be prepared and the adequacy of the available parts evaluated. It is advisable to obtain at once extra parts where necessary, and to reduce the number of parts where too many are presently on hand. As parts are used, the tags can be used as a reorder reminder.

Evaluating data by group discussion

Meetings should be held with all the people involved at each of the machine areas. These meetings may include the field engineer, the area maintenance foreman, and in some cases certain members of production supervision. Together the group evaluates the inspections, going over the detailed breakdown. They study the current condition of the machines and analyze what is apt to be a machine's weakness. If equipment history cards on the machines are available, these are examined to determine where the failures have been occurring.

Cost data are interesting to consider at this time. One of the important cost factors is the probable life of each machine. Over how long a period is each expected to be

"I like to think of myself as an easygoing, hail-fellow-well-met type of boss!"

available? The cost of a machine and the product value of the machine output should also be compared.

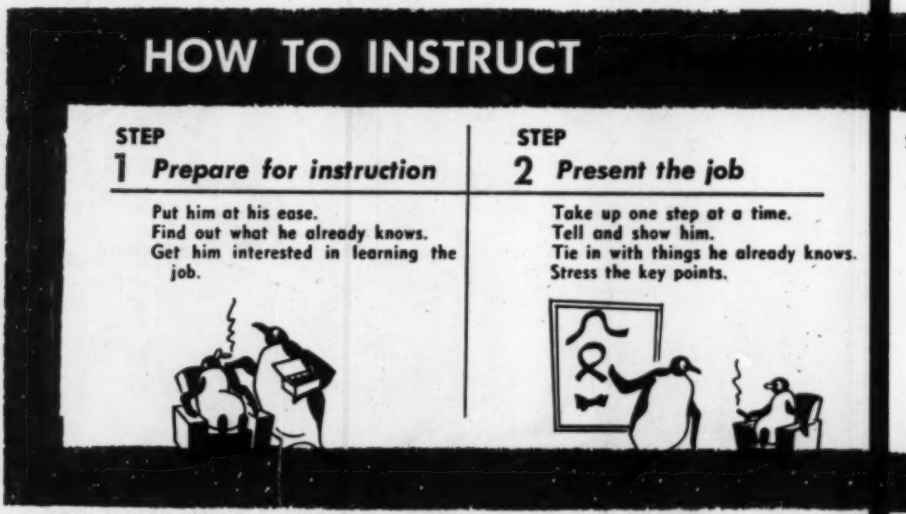
Proper evaluation of such data requires a thorough knowledge of the company and its products, both from a maintenance point of view and an operating point of view. For example, decisions must be reached as to how much should be spent to keep a given machine in operation. When such judgments have been made, the group is better able to estimate the frequency of inspection. As indicated earlier, the length of time required for the initial inspection is a yardstick for predicting subsequent inspection times.

The evaluation procedure is followed for one machine after another for each department until a full program of preventive maintenance inspections has been established. Needless to say, all of the effort up to this point is valueless unless it is followed with a regularly timed program. It may be well at this point to consider some of the ways in which the program can be carried out on a long-range basis.

Systems for subsequent inspections

Three possible systems are discussed below:

1. *Central maintenance coordinator.* Subsequent inspections can be made on order from the central maintenance department, with a coordinator watching the schedule. This central coordination tends to work best in small plants. There are certain disadvantages, however, especially in larger plants. Such a system is subject to the whims of

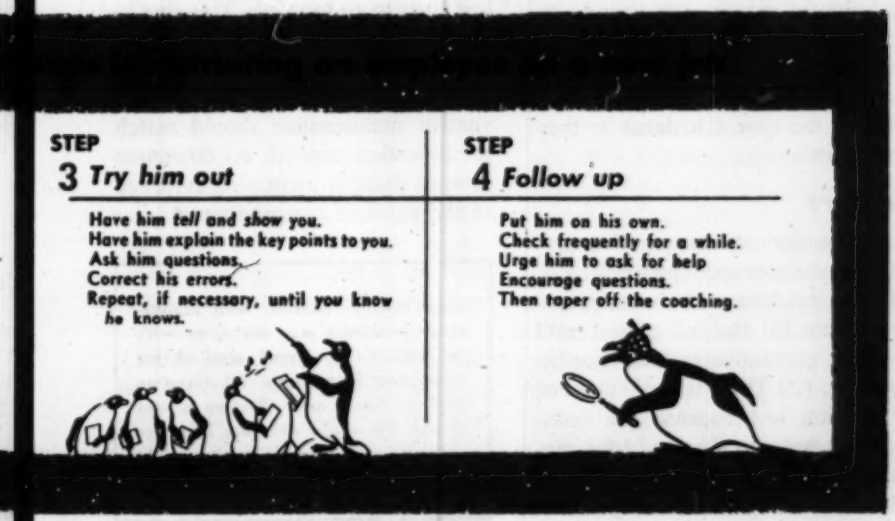

HOW TO INSTRUCT
STEP
1 Prepare for instruction
Put him at his ease.
Find out what he already knows.
Get him interested in learning the job.
STEP
2 Present the job
Take up one step at a time.
Tell and show him.
Tie in with things he already knows.
Stress the key points.

emergencies. If the coordinator is faced with a heavy craft work load, he may be tempted to have the craftsmen work on maintenance orders rather than preventive maintenance. Also, he is so far removed from the actual machine operation that he has no real interest in it.

Under this system, different men may make each subsequent inspection, and there is apt to be a lack of continuity. Further, the inspectors may not be experts on the individual machines being inspected. And finally, when different men make these inspections, the feeling of individual machine responsibility, which is so desirable, is lost.

2. *Checking by specified inspectors.* Another method is to have specified inspectors perform the predetermined checks, either on order or on a full-time schedule. As under the previous system, the central reporting data has several disadvantages. It is also difficult to have enough specialists for all the machines, and if there are only a few inspectors, the timing of inspections depends on the inspectors' availability, not on the machine availability.

3. *Inspections by area mechanics.* On order from their maintenance foremen, area mechanics may make the inspections. This system is especially workable in larger plants. At Johnson and Johnson we have found that it has several advantages. First, the area mechanics are of necessity experts on machines they service. Then, too, in their daily observations of machines, they are well aware of the conditions of wear and operation. They also know what operating people expect from the machines, and they have a strong personal interest


STEP
3 Try him out
Have him tell and show you.
Have him explain the key points to you.
Ask him questions.
Correct his errors.
Repeat, if necessary, until you know he knows.
STEP
4 Follow up
Put him on his own.
Check frequently for a while.
Urge him to ask for help
Encourage questions.
Then taper off the coaching.

Illustrations by courtesy of Metropolitan Life Insurance Company

in keeping machines in top-notch condition, so that they won't be criticized by the production people. If the records are then kept by area foremen, they are also close to the point of interest. (Help may be required from central maintenance for repair work. This help should be limited to repair work and should not include inspections.)

Scheduling preventive maintenance inspections according to machine availability is easily accomplished under this system because the operating foreman and the maintenance foreman can easily get together.

Supervisory Interest

The success of any of the above systems depends on a strong personal interest on the part of supervision. This assures adequate manning and proper scheduling. A preventive maintenance program must be followed month after month, so that there is never a miss on an inspection. The inspections *must* be made, and they must be reasonably close to the time scheduled or they are of little value.

Summary

The major advantages of a preventive maintenance program are: (1) A machine can be expected to operate for the full period until the next preventive maintenance inspection. (2) There is a minimum of production lost because the maintenance men are there when a machine is shut down for inspection. (3) The excellent operating conditions of the machines create a feeling among personnel of being "on top of the job."

The major disadvantages of such a program are: (1) The lost production involved in scheduling a machine for maintenance inspections is costly; it disrupts the production schedules. (2) There are lost maintenance man-hours for the time spent in the inspection.

One caution: A preventive maintenance program can be overdone. Theoretically, if carried to a ridiculous extreme, all working time could be spent inspecting and repairing machines and no time would be left for productive output. There is sometimes a tendency to overdo preventive maintenance because there is a time lag between the establishment of a program and the first evidence of savings. In the eagerness to show results, the men responsible for the program may allow costs to go too high. This should be watched very closely.

On the other hand, those who are skeptical of the benefits of preventive maintenance should watch the downtime reports. As downtime lessens, there is increasing evidence of the value of the program. ♦

Some readers familiar with maintenance problems may not agree with the author's preferred method for subsequent inspections. What system have you found most effective in your plant? We would welcome ideas for alternate courses of action that might better fit the needs of other companies.

George Meany (left), former AFL head, joins hands with Walter Reuther, former boss of the CIO, at birth of the new 15-million-member merged AFL-CIO union.

Union Merger: Is it a threat to management?

By Tom Campbell

Two years ago few thought it would happen. But last month, the AFL-CIO merger became official. Thus starts a chapter in the American labor movement that will frighten some industrialists and encourage others.

Behind the mass of petty questions such as "Who will run the publicity?" and "Who will print the new stationery?" is the cold, hard fact that labor is once again united. The exception: the United Mine Workers, who will stay in their isolated camp as long as John L. Lewis lives —and perhaps longer.

Does this mean that the feud between David McDonald, steel union chief, and Walter Reuther, auto union head, is ended? Not by a long shot. Their competition will have definite impact on the policies of the newly merged organization.

For the sake of harmony, the official amalgamation which took place

Printed with permission of The Iron Age.

last month has been called a merger. More than anything, it is a "return to the fold" for the CIO. That outfit has served its purpose in organizing the masses of workers on an industry basis.

The AFL has changed considerably since the days when John L. started his militant Committee for Industrial Organization. Today there is no basic reason for labor to be split into two camps, and there was no place for the CIO to go except back "home."

One of the biggest surprises was that Mr. Reuther agreed to fold up his own tent and come back to the AFL. That would have been a surprise were it true. It isn't. Walter Reuther hopes to make his militant social policies part and parcel of the new organization. Will he be able to do it? That's the big gamble he is taking.

Certainly the Reuther group will try hard to take over the new labor organization. They may be successful in those areas where what they advocate is good for labor. Where their drive is a direct result of personal ambition, it will fail.

The big question mark to many industrialists is George Meany, the head of the merged unions. Mr. Meany is a modern version of the old AFL philosophy. He is not personally ambitious—at least no more so than a normal executive is supposed to be.

George Meany is unlike either John L. Lewis, the late Phil Murray, or the late Bill Green, but he combines many of their good points. He is no talkathon expert. He is no user of flowery or picturesque words. He does not threaten or bluster. Nor does he give in easily. The merger is a credit to his ability as labor's first real executive.

In Mr. Meany's strength lie those factors that scare some management people and are inclined to please others. No longer can some industrialists play the AFL against the CIO or vice versa.

Business people who fear the new group do so because they feel it poses a threat in its combined strength. They also believe that labor has gone out of bounds, is too strong, and should be forced to face greater responsibility.

Some of the "suspended judgment" on the new labor outfit stems from the belief that Mr. Reuther will force his demands, his outlook, and his methods of "operation" on the new organization. He can't. Sometime within the next two years he will find this out.

Walter Reuther is a salesman. He is no dummy. He is a good negotiator and has the ability to get his people to believe he is going through

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Tom Campbell, Editor-in-Chief of The Iron Age, has been a labor reporter for the past 20 years. His contacts include top men in both labor and management. He has also served as News-Markets Editor and Pittsburgh Editor for The Iron Age. In addition, Mr. Campbell has worked in the steel industry and has been associated with the Bell Telephone Co. in personnel work and supervisory training.

Founding convention of AFL-CIO cheers talk by Eisenhower.

hell for them when he isn't really. He is a public spellbinder and good copy for newsmen. He is well liked by his own group, which is not small. Even those who don't like him feel that he can get more for them than anyone else.

Mr. Reuther will use these strengths in his attempt to eventually become top dog in the labor movement. But he is up against an old master in George Meany. Mr. Meany is one of those who bide their time; he is greatly underestimated by industry generally.

One of the biggest boosters in getting the AFL and the CIO together has been David McDonald, president of the steelworkers' union. It is a rank understatement to say that Reuther and McDonald do not like each other. This lack of affection inspired Dave McDonald to devote his unflagging effort and action toward CIO's return to the fold. Mr. McDonald is also ambitious—much less so than Walter Reuther but probably more than George Meany. At heart he is an AFL man.

He does not enjoy strife if settlements can be reached peaceably. He is not at home—although he can perform satisfactorily—in a barroom-brawl atmosphere. He believes in cooperation with management if it leads to a "reasonable" part of what he is after. He is not as sharp as Mr. Reuther. But when he puts his cards with those of George Meany, it is clear that Walter Reuther will not have as easy a time in the next few years as he has been accustomed to.

Under the new labor federation, the CIO will still carry on somewhat the way it has before. But there will be a greater sense of restraint and more of a drive to do things for the "good of labor." This means that management will be facing a stronger labor front.

Business people are probably worrying unnecessarily if they feel Mr. Reuther's methods in toto will be taken over by the new confederation of labor. But in the matter of support from AFL and CIO unions, the federation means that picket lines will take on a new meaning.

From the standpoint of strength in numbers, a solid front, and added pressure upon political parties, the merged unions are a formidable factor with which to reckon.

There is a group in management that is not too worried about labor. This segment believes that basically labor and management can and should get along without periodic and costly strife. These businessmen see in the merger a return to greater responsibility by labor people. They feel that Reuther-type tactics will be restrained. They believe that a labor man who is really a leader—and they feel George Meany is such—will use some method other than strife and bombast to make gains for labor.

This more liberal group of industrialists wants stabilization in labor-management affairs. Costly strikes that end with management giving in after suffering untold losses are something they feel can be done without. This expanding circle of executives also feels that too much of the circus atmosphere surrounds negotiations and labor demands these days. Some of these men look a little longingly at the ease with which Harry M. Moses, special coal industry negotiator, and John L. Lewis settle the northern soft-coal contracts.

It may take two years before either conservative or liberal management is sure of its feelings—two years for the conservative industrialists to find out that there may be a basic change in labor's methods and outlook, two years for the liberal management to find out that there is substance to their hopes.

It is clear that the meetings last month were but window dressing or at best a solemn and necessary show of cooperation and strength. Under the surface, each labor group and each faction knows the score. Already there have been rumblings about Reuther talking one way this week and acting another way next month. But those who deal with Walter Reuther know him as well as he knows them.

With the aid of steelworker McDonald and electricalworker James Carey, plus AFL support, George Meany is sure to have his way.

No other place to go

There was no place for the CIO autoworkers' union to go except to a merged labor movement. Feeling between Reuther and McDonald was bound to eventually lead to a schism in CIO. That would have pretty well isolated the auto union and would have furnished ammunition for Walter Reuther's enemies — of whom he has many. It also would have broken up the CIO. The steelworkers would have gone it alone or would have turned to the AFL.

Within labor's ranks there has been a cease-fire. The truce is real. The merger is something that looked outlandish and impossible several years ago. The next few years will tell the real story. Until then George Meany and industry's leaders have a chance to make new management history. The odds favor their being able to do just that. ♦

Photo courtesy National Safety Council

Have You Triggered an Accident Lately?

By Dawson F. Dean

If you aren't identifying and watching "accident repeaters," you may be partially responsible. Here are some of their characteristics

TOM FLETCHER smashed his hand. Afterward it was discovered that he had pushed aside the guard while operating his stamping press. The accident was a shocker, but it could almost have been predicted that something was going to happen. Tom was about due for an accident.

If the supervisor had bothered to check Tom's accident record, this is what he would have seen:

May 6, 1954—Treated for sprained left ankle, minor cuts, from tripping over tool box.

July 13, 1954—Sent home after falling off bench in locker

room. Felt faint, complained of dizziness.

December 8, 1954—Treated for second-degree burns received at home while filling cigarette lighter.

June 27, 1955—Dropped spare-parts bin on left foot. Administered first aid. (Was not wearing safety shoes at time of accident.)

And now the accident on the press which had caused Tom to lose his right hand.

In this case the supervisor was partially at fault. If he'd kept closer tabs on Tom, checked his accident file from time to time, he'd have realized that Tom was an "accident repeater." Knowing this, the supervisor might have assigned Tom to a less hazardous job if possible, or better still, have so handled him as to reduce the possibility of the accident.

Research has shown that between 70 and 83 per cent of all accidents are caused by human behavior, with mechanical factors and "acts of God" making up the rest. What does this mean for the supervisor? In addition to minimizing mechanical hazards, he must also reduce human hazards. He must keep in mind that the way he handles his employees has a lot to do with his department's accident rate. Here are some suggestions on what a supervisor can do to cut down the number of accidents stemming from human factors.

1. Know the complete personal and work history of each employee in his department. This record is usually made up by the personnel department when the employee is hired and is kept up to date by them. The supervisor should go over the record from time to time.

2. Keep in close touch with those employees who appear to be accident repeaters. Talk things over with them if they appear to be upset on a given day. It's hard to prove that time spent this way pays off, but investigation after accidents frequently indicates that a discussion might have helped the victim through a difficult period.

3. Maintain close contact with the medical department to aid in the identification of the accident repeater.

Traits of repeaters

Though more research is needed, enough evidence has been compiled to indicate that accident repeaters have many of the following traits:

1. A history of many small accidents involving cuts, burns, broken bones, falls, and injuries received in fights.

2. An attitude of indifference, fatalism, or bravado toward illness or

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Dr. Dean has been Director of Personnel for American Home Products Corporation, New York, N. Y., since 1945. He is also in charge of psychological testing, selection, training, and development of executives for American Home's subsidiary companies and conducts courses in industrial psychology, accident prevention, and safety education at New York University. During the war years, Dr. Dean held a post as Director, Civilian Personnel Training, in the War Department.

injury. They tend to take sickness or injuries in stride, shrugging them off as "one of those things."

3. A tendency to act on impulse and emotion, especially when under tension or pressure.

4. An irresponsible attitude toward their family and their job. Their personal history often shows marital incompatibility, separations, desertions, and divorce. They are inclined to walk out on a wife, boss, or other obligation when they sense opposition or friction develops.

5. A higher than average rate of absenteeism and tardiness on their jobs.

6. Little interest in educational pursuits. They're inclined to regard training sessions as a waste of time. Many drop out before completing grade school or high school, and have a record of trouble with teachers and other officials.

7. Frequent job changes with considerable fluctuation of earnings.

8. A strong interest in competitive sports, gambling, and machinery.

9. A history of nervous tendencies in childhood, especially lying, stealing, sleepwalking, truancy. These characteristics show up less prominently in later life.

10. A tendency for good social relations. They are usually well liked, make friends easily, are described as "good fellows," and tend to go along with the crowd. They have social interests rather than power, money, or leadership interests.

11. A better than average health record, except for disabilities due to accidents. They suffer less frequently than others from colds, digestive disorders, heart trouble, blood vessel disorders.

Of course, not everyone who seems to conform to this profile can automatically be labeled an accident repeater. It's up to the supervisor to make his judgment on the basis of a worker's record and his own observations. But if he does spot someone whose background looks similar to the above, it should serve as a danger signal. No supervisor wants to play a part in causing an accident. ♦

Have you noticed that the department or business head who is short, sharp, and taciturn in his dealings generally has a group of people under him from whom you can hardly pry information? Or that the mouthy individual who is loose with promises always has promises within jurisdiction that are never met? You have seen the man who thinks he is overworked and whose shoulders sag, whose head is bowed under a terrific burden of his own thinking and making. Now go back and think about the people under him and see if you don't find the same attitude. Things aren't done with normal regularity, in most cases, because everyone concerned gets a sort of sadistic pleasure out of being overburdened. This is not always true, of course, but it is generally so.

—W. W. Gilmore, in AMA's *Manufacturing Series* Number 219

KEY TO SUCCESSFUL COMMUNICATIONS

By John C. Whitaker

We can write a thousand memos, hold a hundred conferences, but communications don't reach their peak until we start putting people first

GOOD communications in industry—or, more simply, "talking" with people—depends, I believe, on four factors:

1. Communications is much more an attitude than a technique.
2. We must not wait for a crisis to start communicating.
3. The supervisor is the key communicator.
4. We have not necessarily communicated when we have written something.

Communications is an attitude

Before we can even begin to communicate well, regardless of what techniques we use, we must have the right attitude toward people. Emphasis on the individual is, I believe, the basis for solid, workable communications, and it must start at the highest level of management.

I like to think of it this way: We must put people first in our plans. We must be interested in people for people's sake. And we must not do this just because we want to avoid trouble. That won't work. Instead, we must honestly believe that people are entitled to consideration and encouragement, that they are honest, sensible individuals interested in getting ahead, that they are entitled to respect for what they are and for what they are worth. If we in management genuinely have such an attitude, we in turn will be entitled to respect and will receive it.

Along with our concern for costs and profits, we in management must feel personally responsible for the spiritual climate around us. Good human relations can exist only when

we accept responsibility for standards of decency and good manners in our relations with one another. It's unfortunate that common decency isn't more common. When we work toward a good spiritual climate, when we encourage an atmosphere of good will, the material and technical aspects of a business will improve.

Far more important than any communications technique is understanding. And never in our history was there such an overwhelming need of understanding between management and the rank and file of workers as in our plants today. We must be patient, we must explain the reasons for things, we must encourage others, we must do everything to understand people. We must live constructively, so that those who falter can anchor and hold onto something solid and sound. We are all dependent on one another in our search for happiness, and we can't afford to be indifferent to the ills of our fellow man.

The best kind of leadership is that which produces fellowship, and because other people are so much like ourself, they respond as we do. They feel secure even in the thought that we know them, call them by name, appreciate them, and care about their welfare and interest—just as we react when others display their

interest in us. Everyone wants to get a pat on the back, to feel important. Everyone is striving for a place in the sun, but too often we keep many an employee in the shade by failing to mix so-called mental wages, or words of appreciation, with cash wages.

The damaging opposite of understanding people is ignoring them. When we fail to notice an employee and his work, he inevitably comes to feel that his work is unimportant. He needs an environment where he can take root, a place where he belongs and where he fits, where he

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Mr. Whitaker started with the R. J. Reynolds Tobacco Company in 1913 as a worker on one of the first machines that manufactured Camel cigarettes, later becoming foreman and then Division Superintendent. After returning from the Navy in 1919, he helped establish a Personnel and a Medical Department, and soon became Manager of the Personnel Department, where he remained for 29 years. He was elected to the Board of Directors in 1935; became Superintendent of Manufacturing and Vice President in 1937; and in 1948 was made President. Since 1952 he has been Chairman of the Board of Directors, and since 1955 he has also been Chairman of the Executive Committee.

sees the purpose of his work and feels important in achieving it. Failing this, he will feel frustrated, overtired, bored.

Sometime ago I read two statements quoted by Mr. Murray Lincoln. One said: "We can fly in the air like birds; we can swim under the water like fish; but how to live on earth like men, we know not." The other one said: "This is an age of total insecurity." Now the reason the second statement is true is because the first one is true, and the first statement is true simply because too many of us haven't learned to get along with one another, haven't worked shoulder to shoulder instead of toe to toe.

To have effective communications with our employees, we in management must not only have right attitudes toward people, but we must genuinely want to share information with them. When management has a sincere desire to share information, an employee's attitude improves both toward the company and toward the fellow he works for.

When management really has this desire, the techniques don't make much difference. One company may find conferences most helpful. Another company may prefer discussion groups. One may find that a company newspaper doesn't suit its situation at all; another that letters from the president are ideal. In other words, the medium needs to fit the situation—just as, in advertising, television is more effective for one product, newspapers for another.

Don't wait for a crisis

Employees won't have any confidence in what management says at a time of stress if they haven't had any confidence in what management has said in more peaceful days —or if management has said nothing. Employee faith in management's fairness and honesty can't be created overnight, in the heated atmosphere of a crisis. To be effective, employee communications must grow from a continuing program, based on sound policies and carried out with orderly procedures.

Another reason why we can't afford to wait to communicate is that our employees' good will and understanding are never static. This has always been true, of course, but never more so than now. We are all living in a world that is constantly changing, and changing at an ever-increasing rate. So we shouldn't be surprised when this changing world changes our employees' attitudes. Of course, within a given period of time the company

doesn't necessarily change: the management personnel may stay the same; the policies and general situation of the company may stay almost the same. But we forget too often that employees live in a company world for only eight hours a day. During this same period that the company has remained largely unchanged, they have been living for the other sixteen hours of the day in the outside world, with the changing influences and attitudes and crises of that world.

Just because our employees believe something today by no means proves that they'll believe it next month. We must continue to present our own beliefs, whether they concern our own department, our own organization, or the industry of which we're a part. Naturally, we won't accomplish this very successfully by monotonous repetition. Rather, we must continually look for new and varied approaches.

There is another side, of course, to this matter of constant change. Because our employees' ideas are never static, it's vitally important that we provide channels for *upward* communication that will keep us informed, accurately and promptly, about what our people are thinking. Too great a time lag here can be disastrous. The quicker we can combat distrust and suspicion, misunderstanding and falsehood, the better chance we have to keep our employee relations healthy and free from strain.

In fact, perhaps our greatest need in communication techniques is to find out how to improve our upward communications rather than spending time improving the downward flow. The art of communications is basically the art of conversation, and the art of conversation includes *listening* as well as talking. It means talking *with* people, not *at* them. Management has spent a lot of time learning to talk and far less time in learning how to listen.

Neither my company nor any that I know has developed any very advanced techniques for listening, and it is something we greatly need to do.

To discover what our employees think and feel and believe, we not only must *want* to know, but we must be willing to make the effort to find out. We must be willing at all times to have our own preconceived notions about our employees disturbed. If our only motive, even though an unconscious one, is merely to confirm our own opinions about what our employees think, or what we think they should think,

we certainly will not get at much of the truth.

The key communicator

In our need and desire to have our employees hear certain things from the policy-making level of management, we must take care that the individual employee does not get the impression that his foreman or supervisor knows little and tells less. In other words, we must let the supervisor communicate *for* us at that vital point of contact that exists between any employee and his immediate superior.

At R. J. Reynolds, we feel no member of management can communicate with our employees nearly so well as our foremen can. Only the first-line supervisor "lives close to his people," as we say. Only he can get to know each of his subordinates as an individual—his background, his family life, his likes and dislikes, his interests and hobbies, his worries and problems both on and off the job. Our supervisors don't do this in a spirit of paternalism or in a prying manner. Rather, it expresses their honest and natural regard for "the whole man who comes to work."

Over a period of time, there develops between foreman and employee an understanding and a trust that are worth more to the foreman on his job than any amount of formal authority. The worker comes to know, through cumulative experience, that his foreman has an interest in, and a concern for, him as a real person and not just as a tool for getting out production. When you have a relationship like that, you have, in my opinion, the most effective channel you could want for communications to and from the work group.

We help each of our supervisors to communicate by telling him some things he *may* tell his people, some things he *may not* tell his people, and then—and most important—some things that he *must* tell his people.

Writing is not enough

I believe this for three reasons. First, we may write something in a particular instance where we might better have discussed it personally. In fact, it is probably true that, in general, the less we write, the more effectively we'll communicate. After all, what group is better informed about one another than the average well-adjusted American family—and you don't find them depending on notes around the house to communicate. Let's not get

into the habit of writing something every time we have anything to say to people, overlooking the fine opportunities we may have for direct, face-to-face communication through

personal discussion or through group meetings.

Second, we may fail to communicate when we write because we haven't written well enough.

Perhaps, for example, we didn't say what we thought we said or what we meant to say. We're often tempted to use fancier, more complicated words when we write than when we talk—words that perhaps many of our employees don't understand.

Lastly, you can't get away from the fact that a piece of printed matter is by its very nature a cold and impersonal thing. For warmth and humanness to emerge from a printed page is, I think, something of a miracle. To some extent it can be brought about by a skillful writer, especially if he is skilled enough to write *simply*. But when this miracle happens it is due mainly, I feel, to the fact that the original intention was sincere. Unless we start out with a basic sincerity, the reader will almost always sense its lack. He won't believe us or take us seriously. There won't be any meeting of his mind and ours. In short, we won't have communicated.

Human relations are the result of a complicated interplay of thought and emotion. The result may be understanding, not understanding, or misunderstanding—and misunderstanding is likely to occur if we hesitate to communicate our thoughts and feelings to our employees.

The great poet Homer said hundreds of years ago:

"By mutual confidence and mutual aid.
Great deeds are done, great discoveries made."

This is just as true today. And may we never forget that truly effective communication with others must be a day-by-day, over-the-years process — never-ending, but forever-rewarding. ♦

Don't be a fault-finding grouch. When you feel like finding fault with somebody or something, stop for a moment and think; there is very apt to be something wrong within yourself. Don't permit yourself to show temper, and always remember that when you are in the right you can afford to keep your temper, and when you are in the wrong you cannot afford to lose it.

—J. J. Reynolds, quoted in *Forbes Magazine of Business and Finance*

effective management in arbitration

Under the pressure of getting out the work, there may be little or no time for personal discussions with workers. This may lead to situations like . . .

the SUPERVISOR and the CHEWING GUM

By Israel Ben Scheiber

IT WAS after six o'clock. The hearing had been going on since nine that morning, and the arbitrator was weary. As he looked around the room, he realized that the union and company representatives were tired, too. It occurred to him that it might be worthwhile to try once more to bring them together before adjourning for the day.

Of course, in the submission which both parties had signed at the beginning of the arbitration, he was empowered to dispose of the grievances before him by award. Experience had taught him, however, that where relations between the company and the union were as uncooperative and distrustful as they were here, an award definitely unacceptable to one of them might unsettle more than it would settle.

So he announced that with the consent of the parties, he would like to confer with them separately before adjourning for the day. The conferences quickly made it clear that three of the grievances—concerning vacation pay, the seniority rights of two workers, and the right of the company to have a worker medically examined as a condition to his re-employment—could be amicably disposed of.

On the fourth issue, a definite difference of opinion existed. This concerned revised routes for the employees whose duty it was to fill a certain number of boxes maintained by the company in the New York City subway system with chewing

gum, chiclets, and candy. Could a man start work at eight o'clock in the morning, carry a 50-pound load of gum and candy, and reasonably fill a certain number of boxes in a given number of subway stations within a certain period? Was the load too heavy to begin with? Could the worker reasonably be expected to cover a certain territory in a stipulated number of hours?

The company stated, "Certainly."

The union's reply was an emphatic "Certainly not!"

Decent, reliable men

Three of the employees, who had a combined service record with the company of 68 years, testified that on the basis of their long experience doing this work, the routes as laid out were unreasonable because of the number of new machines that had been installed and certain changes in running time between subway trains. These employees impressed the arbitrator as being decent, reliable men.

The company's supervisor testified that receipts were the best yardstick of whether routes were too heavy, and that judging by receipts, the routes were not too heavy. He impressed the arbitrator as being a fair but overworked person.

The arbitrator groaned inwardly as he thought that he might have to start out on two or three mornings with a 50-pound bag of gum and candy and cover the route in order to determine what a fair route was. Also, considering his age and his physical condition, he doubted whether such a test would be a fair indication of what could be and should be done by men many of whom were younger than he, and all of whom were more experienced at such a task.

Then, glancing around the room, it occurred to him that this was silly. Here was a group of people from labor and management, each with long years of experience performing this work. Here, too, was he, without any experience with it, being expected to make a decision that appeared to be of such great importance to both sides. Finally, here were a supervisor who appeared to be a fair and reasonable human being, and a group of old employees who likewise seemed fair and reasonable. Why not leave it up to them?

No time for problems

From the testimony, the arbitrator had received the impression that in recent years the supervisor had taken over various extra re-

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Mr. Scheiber has been an attorney since 1913 and an arbitrator since 1917. He has arbitrated over 1,000 disputes on wages, merit ratings, job evaluations, grievances, etc., for the retail, publishing, automotive, electrical, machinery, and other industries. He was formerly Chairman, Arbitration and Mediation Committee, New York City Municipal Court; U.S. Wage Enforcement Commissioner; and Special Civil Service Examiner for New York State Arbitrators.

sponsibilities which had caused him to lose the personal contact that formerly existed between him and the workers, especially some of the old-timers. Furthermore, there was some resentment over his failure to set aside time for discussions with the men about the problems that occasionally arose.

The arbitrator had a definite hunch that if the harassed supervisor could be persuaded to sit down with the men, to listen to them, and to quietly present his point of view, the problem could be amicably solved, with resultant better relations in the plant.

Therefore the arbitrator said to the supervisor, "I am going to appoint a committee of six—for the union, the three employees with the highest seniority; and for the company, you and two other officials who are experienced with this problem. You'll sit down around a table and review your present route layouts in the light of the facts that have been presented here today, as well as in light of your many years' experience in the field, and report your conclusions to me within three weeks. If you come to an agreement —fine; if not, I will then decide the question."

The employees accepted this suggestion cheerfully. The company's supervisor, however, appeared somewhat reluctant, because he was afraid he might be "endangering management's prerogative" if he consented.

However, it was then almost eight o'clock. No one had eaten since lunch, and everyone was exhausted by the long hearing; so the suggestion was accepted and the committee appointed.

How it turned out

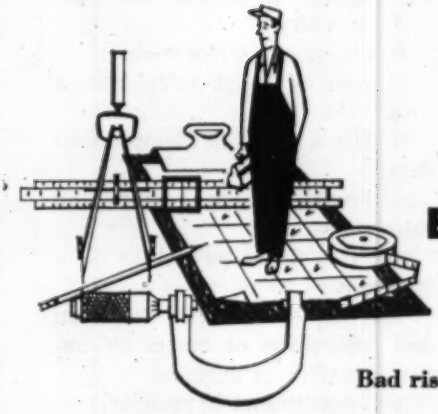
Two weeks later the arbitrator found in his mail a letter signed by both the supervisor of the company and the representatives of the union, which read:

"Dear Mr. Scheiber:

"We wish to inform you that today we held the first meeting of the Route Committee that was appointed pursuant to the arbitration award you rendered recently. A sound basis for the operation has been developed, and we feel certain that the committee will prove equal to the task of making relations between the company and the union pleasant as well as efficient. We wish to thank you earnestly for having contributed so largely toward making a final solution possible."

With the communication was enclosed a personal note from the supervisor, reading, "This arbitration did more than settle the grievance before you. The men gave in part of the way, the company gave in part of the way, and we settled pretty close to the middle, as I suppose we might have done without an arbitration.

"But the really important thing that the arbitration did was to give me a chance to re-establish the old friendly relationship with the men, to realize the importance of patience, and not to expect too much too quickly." ♦



RATING NEW EMPLOYEES

Bad risks may be screened out during the trial period by using a rating form developed by supervisors

WHEN union-management contract negotiations reach the smoke-filled-room stage, it's a safe bet there's one clause the company can't be budged on—the provision giving management the right to fire new workers during the 30- or 60-day trial period.

Despite management's insistence on a probationary period, many companies don't use this breather effectively. As a result, undesirable employees often get through the trial period, are signed up by the union, and from then on become permanent fixtures on the payroll.

Though top management of many companies is at fault in not setting up a definite system for thorough screening of new workers, it's primarily the supervisor's responsibility to weed out the bad risks. He has the best chance for observation.

One company that recognizes this and has done something about it is Metal & Thermit Corporation, New York City, which has worked up an extremely practical instruction manual to help supervisors rate new workers during the trial period. Sensibly, the company obtained the information for its manual from the best possible source — its supervisors.

To get this information the company training director held a meeting with all the supervisors and asked them if they had any workers in their departments that weren't entirely satisfactory. Nearly all agreed they had a fair share of misfits, troublemakers, and "dopes."

Next the training director asked the supervisors to list the objectionable characteristics of the workers they would prefer not to have. After making out these lists the supervisors decided that most of

these undesirable employees could have been screened out during the 30-day trial period.

As a result of their past experience and mistakes they had to live with, the supervisors came up with the following ideas on how to pick out bad risks among new employees:

Watch out for a worker who:

1. Has an uncooperative attitude toward his boss or the company.
2. Gets sick often.
3. Is frequently late.
4. Doesn't have enough strength and energy to handle the job.
5. Acts lazy.
6. Has sloppy safety habits.
7. Acts as though safety were a joke.
8. Has a record of frequent accidents.
9. Finds it difficult to understand instructions.
10. Has to be pushed to do a good job.
11. Requires a lot of follow-up and supervision or makes an unusual number of mistakes.
12. Acts strange or peculiar.

"A happy birthday from the boys in the shipping room. Sounds like a clock. . ."

13. Acts impulsively, without thinking.

14. Seems constantly worried or unhappy.

15. Can't think for himself, follows blindly.

16. Can't produce up to standard or doesn't turn out work of acceptable quality.

Metal & Thermit supervisors have found that the seven most important points on this list are: quality of work; safety habits and attitudes; ability to understand and carry out instructions; work output; attitude toward the supervisor; personality; health and physical condition. These points were used to make up the company's rating form (see pages 34 through 36).

In actually evaluating new workers, here are the techniques the supervisors at this company have found most effective:

1. Base the ratings on repeated observations over a period of time.

2. Schedule regular observations of the man on trial to get a fair sampling of his behavior.

3. Rate a man on one factor at a time — his safety habits separate from his personality.

4. Write observations on a form sheet every time a new man's performance is checked.

5. Keep his record constantly in mind—how long it took him to learn the job as compared with others, number of accidents, absences, times late.

6. Judge a man in terms of other men who do the same kind of work. How does he compare?

7. Allow time for reviewing the rating with your own boss.

8. Give special attention to the new employee's safety habits.

The final stage of the rating procedure comes at the end of the trial period when the supervisor discusses the rating with the new employee. If the worker has been approved, the supervisor tells him he's been O.K.'d right away and then discusses the new employee's strong points and weaknesses and explains exactly what will be expected of him.

If the new worker has proved unsatisfactory, the supervisor starts the interview by outlining the purpose of the trial period, pointing out why it's of value to both the company and the employees. In breaking the bad news, the supervisor tries to show that his decision was carefully thought out and not arrived at impulsively. Handled correctly, even the act of being fired can be of value to the worker if the supervisor takes the trouble to explain why.

In addition to its use in screening new employees, Metal & Thermit has found the rating-form system helpful when employees are transferred from one department to another. If a supervisor receives an up-to-date rating form on an employee who has just been assigned to his department, he has a better idea of how to break the worker in on the job, what points to watch out for in matters of safety, how to give him instructions, and what kind of work the man is best suited for.

METAL & THERMIT CORPORATION (NEW) EMPLOYEE PROGRESS REPORT

Name of Employee_____ Clock No._____ Date of Employment_____

Department_____ Length of Time Under Your Supervision_____

INSTRUCTIONS FOR RATERS

1. Please judge this employee on the qualities listed below, basing your ratings on your own knowledge of the employee's performance on his job.
2. Concentrate your attention on only one quality at a time. Do not allow your judgment on any line to be carried over to another quality.
3. Read over the descriptive phrases several times so you will fix in your mind the range of the scale for that particular quality.
4. Each line is a continuous scale from low to high. Note that the lowest two ratings are not subdivided, whereas the three higher ratings are divided into two or three degrees. Place a check (V) in the space above the horizontal line (not on a dividing line) which most nearly expresses your judgment on each quality.
5. If you would like to explain or justify your rating on any quality, space for your comments is provided.

QUALITY OF WORK — (Do not consider amount of work). Is his work done correctly and accurately? Does his work meet the required standards of quality? Does he have little waste or spoilage?

Work is carelessly done or not done correctly. Creates waste or rejected material.	Does not produce work up to standards. Has to be checked frequently to get required results. Work not always accurate.	Does acceptable work. Results meet normal standards. Work performed is satisfactory.	Performs work of high quality. Makes few errors. Work can be depended upon.	Work is of highest quality. Very accurate. Does job exactly as it should be done. Never spoils a job or creates waste.

Additional comments: _____

_____

SAFETY HABITS AND ATTITUDES — Is he a careful worker? Does he follow safety instructions and rules? Does he point out unsafe conditions?

Unsafe; careless. Disregards safety rules. A hazard to himself and others.	Obeys rules of safety when called to his attention. Takes some chances.	Works with reasonable care. Usually and normally safe.	Works carefully. Observes all safety rules. Aware of safety problem.	Never works unsafely. Very safety-conscious. Considers safety promotion part of job. Makes suggestions.

Additional comments: _____

ABILITY TO UNDERSTAND AND FOLLOW INSTRUCTIONS — Does he understand instructions? Can he remember what to do? Does he actually do what he was told to do?

Dull. Requires repeated and constant instruction. Poor memory.	Needs detailed instructions on every point. Must be reminded of original orders.	Seems to understand instructions reasonably well. May require occasional follow-up.	Rarely has to have instructions repeated. Understands and follows instructions as given.	Seems to anticipate instructions. "Catches on" immediately. Understands with great ease and follows through on them.

Additional comments: _____

WORK OUTPUT — (Do not consider quality of work.) Does he apply himself to the job? How does he compare in production with others doing same job? Is he industrious?

Slow worker. Lazy. Stalls around. Low Production. Loafs.	Takes it easy. Requires some pushing. Below normal production. Clock-watcher.	Works fairly steadily. Does job in reasonable manner. Does normal amount of work.	Works hard. Always steady at job. Does more than others doing same job.	Fast and hard worker. Outstanding for amount of work he does. High production. Seems to drive himself throughout day.

Additional comments: _____

_____

ATTITUDE TOWARD FOREMAN — What is his attitude toward his boss? How does he react to orders given him? Does he cooperate willingly? Does he take criticism open-mindedly?

Sullen. Resentful. Takes orders as personal insults. Unwilling to take criticism. Antagonistic toward boss. Contemptuous.	Not too happy to have contact with boss. Usually has unfavorable attitude. Reluctant to cooperate with supervision.	Reasonably willing to accept orders and criticism from supervisors. Seems to understand that supervisor is doing a job too.	Generally pleasant to supervisors. Cooperates and tries to be helpful. Not resentful.	Cooperates willingly. Friendly attitude toward supervisor. Helps "sell" the Corporation.

Additional comments: _____

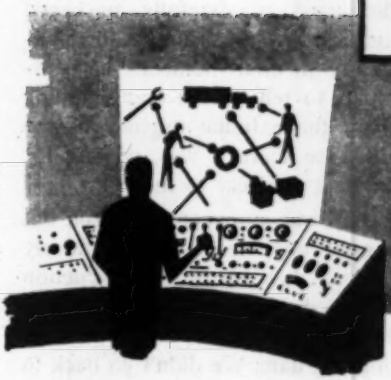
PERSONALITY — Is he accepted by his fellow workers? Does he get along with other workers? Does he have any objectionable characteristics which might affect others?

Disliked by others. Causes friction and trouble. Unwilling to cooperate	Tolerated by group. Causes occasional friction. Not particularly tactful. May grumble at necessity to be cooperative.	Accepted as one of the group. Gets along with most of fellow workers. Cooperates with others.	Well-liked by most of fellow workers. Cooperates readily. Makes favorable impression.	Everyone likes him. Possesses qualities of leadership. Respected by others. People eager to work with him.

Additional comments: _____

HEALTH AND PHYSICAL CONDITION — How does his health and physical condition affect his work?

Poor health. Often cannot do job properly. Physically unadapted to do job. Frequently sick.	Not in the best health. Reflected in his work. More than normal absences due to sickness. Some physical impairment which affects job.	Has reasonably normal health. Able to do work. Can "hold his own" when working with others.	Has good health and energy. Keeps in good physical shape.	Always fit. Has pep and energy. No physical handicaps. Strong.



Traffic Control as a Vital Link in Production

By Matthew A. Houston

It took an expensive mistake at this company to teach them a priceless lesson

Not too long ago at Chase Brass and Copper Company, a customer's order went through the following procedure: It was forwarded to the producing mill, where we checked the current backlog, the available raw material, and the production cycle involved in producing it. We then sent a delivery promise, with an acknowledgment of the order, to the customer. In addition, a production control unit in each division not only applied the original promise but saw that it was routed through the manufacturing facilities so that it was produced as promised.

This procedure sounds good, and it actually was good during the years when all brass mills had huge backlogs and the trade generally accepted a monthly promise.

However, after the Second World War, the brass industry—along with steel, aluminum, and others—went back to a buyer's market. This was intensified by the tremendous increase in plant manufacturing facilities during the war years to meet military demands. One could no longer get business through monthly promises. Instead, they had to be made by the week or, in some cases, the actual day in the week.

We made the necessary changes in our production control program, and when each mill department was again meeting average performance records of 95 per cent or better, we sat back and relaxed. But just as soon as business slowed down late in 1953 and early in 1954, we received complaints on delivery from all parts of the country. It was hard for us to understand this, with per-

formance records ranging from 95 to even 100 per cent in isolated cases. As we look back now, the answer seems simple, but it took one particular order—and not a big one—to make us see the light.

A costly lesson

An installation on the Pacific Coast involved an important electrical project. As it approached the completion deadline, someone suddenly discovered that he had neglected to order the required copper conductors. They were not the usual copper bus bars we are all familiar with, but a special square copper tube with rounded corners designed for high-voltage transmission—a product made in only one of our plants.

The usual practice was followed. The president of the company building the project called the president of our company, with the result that a promise was made that didn't allow time for an extra breath. The order was put into production immediately, followed around the clock, and produced on time. Everyone was notified, and the mill involved was congratulated.

But one week later to the day, some of us almost lost our jobs when the customer telephoned and told us he hadn't received the material, and asked how and when it had been shipped. On checking, we discovered it, carefully packaged and labeled, still sitting on the shipping-room floor. Someone had forgotten to tell Traffic and Shipping about the extreme urgency of the order, so there it was, waiting for the next pool car to the coast.

This was an expensive lesson but a good one, because we suddenly realized that our entire production control system was based on a production *completion* date, not on a shipping date. We didn't go back to check, but it's a fair guess that our 95 to 100 per cent yardsticks looked more like 50 per cent in the eyes of our customers. The mere fact that an order was produced on time didn't help the customer one bit. The only answer, of course, was to change our method of promising from a production completion date to a shipped date.

New shipping schedule

Before we could come up with a workable solution, we had to get the help and increase the manpower of the Traffic and Shipping Division—which, incidentally, is one of the best things that ever happened in our company. Before this, most production people misunderstood the function of the Traffic and Ship-

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Mr. Houston is Director of Production Planning at Chase Brass and Copper Company, Waterbury, Conn. He was graduated from Post Business College in 1926 and joined Chase the following year as a member of their Advertising Department. Since then he has worked in the Mill and Warehouse Division and the Priorities Division handling Government contracts and Government control problems, and has served as Assistant to the Vice President in Charge of Operations. He is a member of the Industrial Management Club of Connecticut.

ping Division. They felt it was a more or less necessary department, of course, because someone had to pack the material and load it on a carrier, but they didn't think it was a really important one. This may sound rather farfetched, but I am sure that there are still companies in this country today who overlook the important contribution this division can make to over-all operation and cost reduction.

When we made what first appeared to be a minor decision — changing the date given to a customer from a production completion date to a shipped date—we called in the traffic manager and the superintendent of shipping to outline our problem and get their comments. We found that they were already seeking to solve this problem by trying to ship as close as possible to the date on the order, particularly on accounts that they recognized as "hot." The result was that too often we shipped material at a disadvantage, or, in other words, at a higher cost.

After a series of sessions, the Traffic Department developed a shipping schedule, by product, for all departments. This schedule listed the time the material had to be in the Shipping Department in order to arrive at the customer's plant on the required date, based on the transit time to all territories by our own fleet, outside trucks, rail, and express. It was then given to all production and production control personnel. By combining the transit time with the production-cycle time, the Production Control Department was able to apply delivery dates that could be adhered to under normal conditions. As a result, all mill tickets on orders in the plants now have two dates: (1) the date when the order must be in the shipping room, and (2) the date when the material must be delivered to the customer.

Capitalizing on experience

Here is where we really began to appreciate the experience available in our Traffic and Shipping departments. After a fumbling start, we reviewed the entire program to see why it was not working, and from there on, developed a real cost reduction program along with an improved customer performance record.

As in many industries, we have several operating mills under one roof with a common traffic and shipping group. Inevitably, all departments occasionally had a peak day or a peak week at the same time, with the result that more tonnage was ready for shipping than could be handled by the available manpower and equipment. This pointed up the need for a still better program of coordinating production, traffic, and shipping; so the next step was to appoint a traffic representative as a member of the Production Planning Committee. Traffic was then in close touch with the production schedules set up for each product and could help refine these quotas to a daily basis, so that a prescribed tonnage would be sent

into the shipping room each day. The monthly, weekly, and daily quotas were set up 30 days prior to the production month—a plan that gave all departments, including Shipping, enough time to raise or lower their manpower budgets as required.

We now had the order promised correctly and into the shipping room in time to meet the packaging and shipping schedules. The next step was to get the lowest possible unit cost. The production control departments in the mills grouped the orders in order to get the lowest possible production costs and still meet the original promises. Why couldn't we use the same principles to get the lowest possible shipping costs and still ship on time? With the help of Traffic and Shipping supervision, we set up a production control organization in the shipping room. In addition to improving our promise system, it led to substantial savings in packaging, handling, and shipping costs.

The production control program

Here is how, after considerable trial and error, this program works today:

1. When an order is entered for mill production, a copy of the mill ticket is sent to the production control unit in the Shipping Department. This mill ticket includes the name of the customer, the order number, the item, the weight, packaging instructions, and, as outlined earlier, two promise dates: the date when it must be in the shipping room and the date on which the customer requires delivery.

2. These tickets are first segregated and filed according to promise week or day. Each of these groups is then broken down by weight of order to facilitate combining small lots in a given promise period into carload and truckload shipments. The mill tickets in the Shipping Department, filed by promise week, make it possible to check important, or "hot," orders in advance of the shipping date with the production control group in the producing mill.

This additional policing has helped many an order that otherwise might have lagged behind to arrive on time. This is particularly important on long-distance shipments that are scheduled to leave on certain days of the week. If the Shipping Department cannot get any action from the producing mill, it is required to contact the production control manager. With this arrangement, a special effort is made to meet the required date if at all possible. Incidentally, if it is apparent that the original promise cannot be met, then the customer is notified immediately. We find that our company is subjected to less criticism if the customer is notified of any delay and receives the revised promise before the original promise has gone by the boards.

3. From this ticket file we can also do a better job of scheduling the box and carton departments. This has eliminated much special expediting and overtime, and in our particular case has been very im-

portant for two reasons: First, even our standard products shipped in cases are sold to customer specification on lengths ranging from as short as one inch to as long as 25 and 30 feet; second, as in most plants, we have no excess floor space inside the plant and, because of the effect of wet lumber on our products, cannot store cases outside. Therefore, the required cases must arrive in the shipping room in advance, but not too far in advance, of the material.

4. With the tickets filed in the Shipping Department by product and by promise week, it is often possible to make arrangements with the production departments for a reasonable preproduction of an order if it is needed to complete a carload or truckload shipment into a particular territory.

5. With the information now available, we can schedule carriers into the plant. This has helped our entire shipping picture and improved our relations with outside carriers, and has done much to eliminate some of our handling problems and improve our operations at the scales. All carriers are now given a schedule in advance as to when to spot their trucks at the loading dock. With such a schedule, material is weighed and moved into the loading area in the proper sequence. The savings effected in materials handling and loading time alone can easily be realized.

6. We were pleasantly surprised to find that it required only one additional man, who was set up as production control and traffic coordinator, to put production control into the Shipping Department. The required assistants to follow each mill (sheet, rod, wire, and tube) were already available. In the past, they had been used in a capacity similar to that of the chasers or promise clerks in the operating mills.

The box and carton personnel were also available and working on special packaging projects. By incorporating this group into the production control unit and using the tools set up for advance planning, we have enabled it to expand its activities to cover all case and carton requirements. ♦

Have Fun—It Pays

What causes absenteeism? According to a study by the Industrial Health Board of Great Britain of 3,000 male and female industrial workers, 20 per cent of all absenteeism was due to "feeling depressed," "not up to working," nerves, or other nervous disorders.

The report points out that the most frequent cause of emotional illness resulting in lost time from the job is lack of satisfactory human relationships. "Those whose leisure time was spent alone or who had few recreational interests suffered from a higher degree of emotional illness and had a higher rate of absenteeism than the average."

How to Spark an Idea

By A. Stewart Thompson, Jr.

One of the toughest, most important jobs in management is getting ideas. Here are some short cuts that will work for you

It's not included in the job description, but a must function for anyone in a management position is to come up with ideas. There's nothing easy about being an idea sparker, but there are idea-making techniques that can be a big help.

The first obstacle that has to be overcome is complacency. After people have been doing a job in a certain way for a period of time, there's a tendency to stop questioning whether there's a better way to do it. They become satisfied with the way things are going and see no reason to change the status quo.

What's needed is a fresh slant, a way of looking at things with a first-month-on-the-job perspective. One method is to make a list of all the operations that go on in a department, concentrating on the problems connected with each. Then pick out the problem that seems to offer the greatest benefit if solved.

Maybe the trouble spot involves reducing downtime on a certain machine; perhaps it's how to cut scrap in a particular production operation. Whatever it is, write it down. Make it as specific as possible. This helps sharpen thinking, and makes it possible to concentrate problem-solving efforts on a considerably smaller area.

Brainstorm your way out

A technique that's being used successfully by many companies is the brainstorming approach outlined by Alex F. Osborn in his book *Ap-*

plied Imagination (Charles Scribner's Sons, New York). The method can be used by either an individual or a group, though usually the group approach is better because more ideas are produced.

Here are the fundamentals of brainstorming:

1. State the problem that has to be solved. If it's a group session, write the problem on a blackboard.

2. Let yourself go. Write down every idea that comes to mind. Don't let any of them escape. Again, if it's a group that's brainstorming, write down the ideas that are suggested on the blackboard.

3. Keep going. The more ideas that are developed, the better the chance there is of solving the problem.

4. Keep asking yourself, "What else?" Pile up ideas. Let them come out in a torrent.

5. Don't evaluate. Don't worry about how good the ideas are; just let them flow.

6. Look for adaptations, combinations, and variations of the ideas that are suggested.

Call a halt to the brainstorming session after a fixed period of time —this can be anywhere from five to fifteen minutes. Follow up with an evaluation session, sorting out the good ideas from the ones that can't possibly work out.

When evaluating ideas, be sure criticisms center around ideas rather than around the individuals who made them. Instead of making comments like "This shows why your thinking is off," try approaching it this way: "As I see it at the moment, these are the limitations of the idea. Is there any way we can overcome them?"

And keep an open mind on all ideas. Don't take a definite stand on a suggestion until all the facts are in and it's been talked over completely. Watch out for emotional thinking. There's likely to be someone in the group who will say something along the lines of "We've always had a reputation for making the best widgets. Let's not spoil it." Don't buy this argument until the objection has been stated specifically. Make the person who's doing the criticizing explain why and how the company's reputation would be hurt.

Maybe it'll work now

Another point to keep in mind is that there's no way to be sure that something won't work unless it's been tried recently. And "recently" is a key word here. Time makes changes—maybe the change is in something as intangible as a shift in attitude, but this may spell the difference between success and failure.

Watch out for situations that

Mr. Thompson, staff assistant for Supersilk Hosiery Mills, London, Canada, has been active in his firm's sales and general management activities for the past nine years. He has written numerous articles on better management methods for magazines such as Personnel and The Business Quarterly.

seem to offer only "this or that" solutions—make your choice from as many alternatives as possible. The answer to a problem may have a novel or unusual twist, so look for ways to modify ideas that seem obvious. Check the relationship between the present problem and solutions that have been used in other areas. Maybe you can do some adapting.

Keep a notebook handy

Being an idea sparker is a full-time occupation. It means broadening your education and experience. For example, the supervisor who learns the ins and outs of time-motion study will probably spot inefficient operations he never would have noticed before. In searching for ideas, it also pays to keep your ears open. Listen to the comments of others. Keep in touch with what's going on in different departments. Write down ideas as they come to you and then follow them up on a regular schedule. It helps to keep a notebook handy at all times in case you get a flash of inspiration.

Keep in mind that it's ideas that will keep you and your company moving ahead. Ideas are your firm's greatest asset. ♦

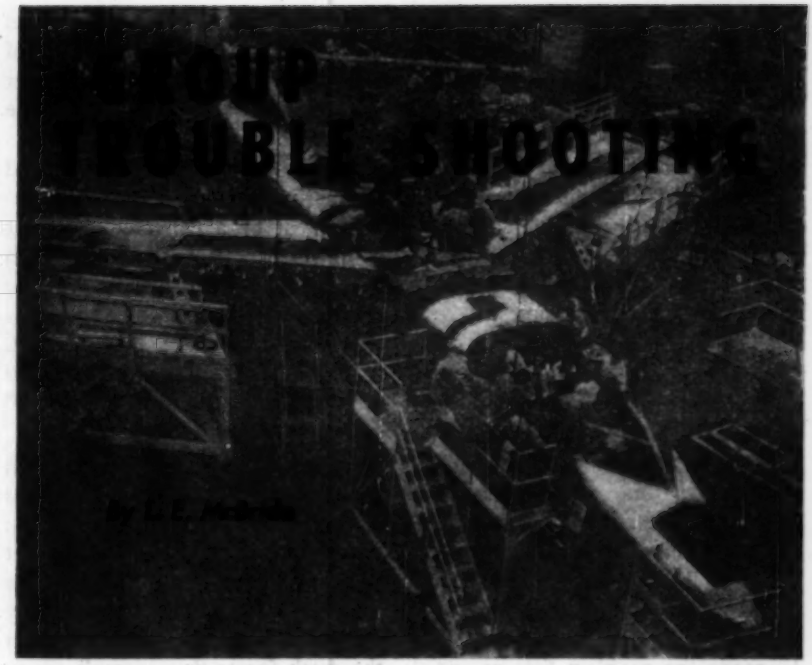
High Pressure: It Could Kill You

There's nothing sensational about it. Basically the idea is just another safety gimmick, but it could save somebody's life.

At Celanese Corporation of America's Newark, N. J., plant, workers had been using a high-pressure air line to blow dust off their clothing at the end of the shift—an extremely dangerous practice because high-pressure air can be a lethal weapon. For example, if a foreign object happens to get into the air line while a worker is dusting off his clothes, the results can be the same as if he picked up a loaded gun and shot himself. Or if the worker using a high-pressure air line on his clothing has a cut or a scratch, there's a chance air may get into his bloodstream, with fatal results.

Celanese's Newark plant has solved this safety hazard very simply. They've set up several low-pressure air lines which workers can use to clean off their clothing without risking the dangers involved when high-pressure air is used.

For safety's sake—worker cleans off clothes with a low-pressure air line.



A practical method of spotting hidden bottlenecks is used by Douglas Aircraft. It can be tailored to many supervisors' needs

IT'S those hard-to-pinpoint trouble spots that upset a lot of companies. On the surface, everything seems to be going along all right; but day after day, production records show there's something wrong, though nobody knows exactly what.

Like many other companies, we had this problem at our Douglas Aircraft plant in Long Beach, California, but we've gone a long way toward solving it by using a system specifically designed to locate hidden bottlenecks. Called the Slip Method, it was developed by Dr. C. C. Crawford, Professor of Education, University of California.

Basically, it's a highly efficient employee suggestion system that can be used by any firm and, with variations, by anyone supervising a fair number of employees. It serves to point out the kinds of additional instruction workers may need from supervisors, areas where supervision is ineffective, operating procedures that may have to be changed, and what full-scale training programs may be necessary. Here's how it works:

Take the actual case of a general foreman who found production running behind schedule but was stumped as to exactly why. He could have talked to everyone in the plant who might have been able to give him part of the answer, but this would have been time-consuming, and at best he would have ended up with only a disorganized collection of scribbled notes.

Using the Slip Method, the first thing the foreman did was to arrange group meetings of 12 to 16 employees. Each group consisted of a fair proportion of workers, leadmen, supervisors, and others representative of the plant's operations.

Each member of each group was asked to list on separate pieces of paper any problems related to production that were bothering him. To make the problem lists as concise as possible, the group was instructed to start each problem with the words "how to"—for example, "How to get spare parts more easily," or "How to get specific tooling corrections."

After the problem lists were completed, each group was subdivided into units of two people, who checked their problem lists to eliminate duplications, and clipped together slips dealing with the same subject. Then each of the units of two combined with another unit of two and compared their revised problem lists. Next the groups of four employees joined another group of four, and finally the whole group reassembled.

The result of this pairing-off and comparing procedure was the development of a classified grouping of problem lists that the foreman used to determine the cause of the production slowdown and the steps that should be taken to remedy it.

These are some of the facts he learned from the 140 "how to" problems he received:

Supervisory employees needed training: They didn't know how to give orders or make suggestions; they were hazy about their exact responsibilities; they didn't know how to handle new starts; they didn't know how to get along with the work force; they weren't aware that absenteeism and transfers were unduly high.

The survey also indicated that the work force needed training: Rework and scrap were too high; workers didn't know how to read blueprints and needed instruction in the care of tools; they wanted more information on company policy, union rights, and the factors involved in upgrading.

From these findings, the foreman knew that in many cases specific training courses were necessary and

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called in the training director. It was apparent that many of the other problems could be solved by more effective supervision and on-the-job training.

It might seem that the Slip Method is too time-consuming to bother with, but it isn't. In this case, it took less than 24 hours to complete a survey of more than 100 workers, analyze the problem slips, make training-program recommendations, and have a complete report in the hands of the general foreman and his subordinates. Naturally, not all of the 140 problems that were brought up affected production directly, but many did—enough to indicate why production was late.

The Slip Method can't be expected to work miracles, particularly the first time it's used. But at Douglas we have found it an extremely fast, economical, and comprehensive method of trouble shooting. Even if a supervisor doesn't have the authority to institute training programs or to make important changes in operating procedures, he can at least use the Slip Method to find out what types of instruction the workers under him need. It may be that he can provide much of this instruction himself. And armed with the information he has gained from his survey, the supervisor stands a much better chance of getting approval on any recommendations he makes.

Another advantage of the Slip Method is that it's a morale booster. It gives workers a chance to express what's bothering them, and makes them feel that management is sincerely interested in what they think. ♦

The Slip Method Brought Out These Problems

Problems Regarding Supervisory Responsibilities

How to get orders carried out
How to anticipate and prevent shortages
How to discover and correct shortages
How to make the best use of each employee's ability
How to assign the right worker to a job
How to turn in reports

Problems Regarding Tooling

How to get quicker action on tooling
How to get specific tooling corrections
How to get or correct tooling

Employee Relations Problems

How to get employees interested in the job
How to make employees conscious of job responsibilities
How to keep employees interested during slack periods
How to get employees to care for tools and equipment

Problems Regarding Coordination and Cooperation

How to get an even flow of production and keep on schedule
How to get parts on time and at place where needed
How to improve service at stock centers
How to get better cooperation among all shifts

CONFIDENTIAL:

A Report on Supervisors at Plant X

Editor's note:

This is a condensation of a confidential report from the files of the president of a medium-sized manufacturing firm. It was written by a training director who studied supervisory practices, foremen's meetings, and related activities in one of the company's plants. Purpose of the study was to determine training, communications, and safety needs. SUPERVISORY MANAGEMENT has omitted the name of the company and certain details that might identify the organization.

The conditions described in this report and the recommendations that are made may suggest to supervisors possible improvements that can be made in their own organizations.

Summary of the Report on Plant X

Results of the study made at this plant show that while over-all conditions are good, certain company policies, particularly in regard to training, communications, and safety, need to be revised. Recommendations are made at the end of this report to correct the following conditions that were revealed by the survey:

1. Communications are ineffective, both from management down and the work force up.
2. There are misconceptions concerning various company policies.
3. Department heads are not holding enough meetings with employees.
4. Foremen's meetings are unsatisfactory.
5. There is no foreman development program.
6. There is no over-all plan covering training activities.
7. There is no plant training committee composed of line personnel.
8. Jobs instruction is inefficient.
9. Safety training is unorganized.
10. Foremen show little interest in work improvement methods.

Report on Plant X

Training

Most of the foremen need special training. According to their superiors, 58 per cent of the foremen have at least one serious weakness, while some have as many as 20. The major weaknesses are in the following activities:

1. Inducting and training new workers
2. Keeping records and writing reports
3. Promoting cost reduction
4. Keeping accounts
5. Planning work and assigning jobs
6. Maintaining a smooth production flow
7. Housekeeping
8. Keeping tools and equipment in good order
9. Interpreting management to workers
10. Interpreting workers to management
11. Giving orders properly
12. Maintaining discipline
13. Dealing with absenteeism and lateness
14. Making employees more safety conscious

In addition, the assistant plant manager reports the need for a program to increase knowledge, skill, and interest in methods improvement and quality control.

Backing up the need for training as pointed out by the foremen's superiors were the requests made by the foremen themselves. In the course of individual interviews the foremen indicated that they feel the need for more information and instruction on the following:

1. *Company policy.* There were many complaints by supervisors that company plans and changes are not being properly communicated. The supervisors feel that this handicaps them in dealing with their workers.

2. *Job induction and job training.* Though some departments do an adequate job of breaking in new workers, in most cases the induction methods being used do not put enough emphasis on job efficiency and safety. No special job breakdowns have been made to assist job training, no training standards have been established, and no time schedule has been worked out for job training.

3. *Labor relations and grievance handling.* There is a definite need for intensive education in this area. Some supervisors are inconsistent in applying discipline. There is confusion concerning the value of warnings and recorded reprimands.

4. *Conducting meetings.* Although most of the supervisors rated their foremen as doing an adequate job in conducting meetings, the foremen themselves sense the need for improvement. In general, there is too much "telling" at meetings held by foremen and not enough exchange of ideas.

5. *Technical knowledge.* Some supervisors are anxious to increase their knowledge of engineering and metallurgy and want information

about schools, colleges, and correspondence courses. It was apparent from talking with these men that many were unaware of the company's policy of paying part of the cost of approved training.

6. *Human relations.* Most of the supervisors and foremen feel that they need training in giving orders, maintaining discipline, dealing with absenteeism and lateness.

Communications

The study indicates a marked need for improved communications. Supervisors and workers reveal (1) lack of information, and (2) considerable curiosity about the following:

General information about the company

1. Officers of the company
2. Competition
3. Customers
4. Company history
5. Work in other departments
6. Company organization
7. Plant expansion and modernization
8. Plant visitors

Company policy

1. Industrial relations policy
2. Job evaluation
3. Plant rules

Efforts to increase efficiency

1. Production campaigns
2. Technical advances
3. Suggestion systems

Financial information

1. Business conditions
2. Costs
3. Cost of equipment
4. Forecast of future conditions
5. Prices
6. Sales

Company services for employees and supervisors

1. Advantages of working for this company
2. Library
3. Pensions
4. Group insurance
5. Other benefits

Personal

1. Group activities of employees and supervisors
2. Athletics
3. Clubs
4. New employees
5. Retired employees
6. Service anniversaries
7. Courses taken by employees

Health and safety

1. Department records
2. Description of accidents
3. Cost of accidents
4. Review of hazards

Safety

Analysis shows that certain departments are more susceptible to accidents than others. In this respect careful job instruction programs could be expected to improve the plant safety record. Foremen should be given special pointers in teaching safety. These special pointers would be provided by the training director.

A relatively superficial analysis of

accident records at plant X shows:

1. Foremen may expect more accidents in the ranks of younger men.

2. This year 75 per cent of all lost-time accidents involved workers with less than three years' service.

3. All lost-time accidents this year involved men who had previous accidents in the 21 months before their lost-time accident. The practical implication of this is that every foreman should be trained to give special supervision to those who have an accident history.

4. There appears to be a correlation between the number of men hired in a certain period and the number of days lost through accidents in that period. Once again this spotlights the need for close supervision of new workers.

Recommendations

It is recommended that the following actions be taken to correct the conditions reported:

Regular departmental meetings. Department heads should hold more frequent meetings with their supervisors and foremen. In addition, the training director should give foremen instruction on how to hold meetings more efficiently.

Job training. Foremen (and other job instructors) are not following organized procedures when teaching men how to work. The training director should establish a program for teaching all job instructors how to:

1. Analyze and break down each job
2. Identify all safety hazards
3. Introduce the new worker to

"They sure pick the dillies for foremen, don't they, buddy?"

all other members of his department

4. Give job instruction and follow up the worker

Orientation program. New workers ought to be given a friendly and interesting picture of the company when they are hired. The present method of putting people to work after a brief review of company benefits, rules, etc., could be improved.

Special visual aids covering company history, products, layout, etc., could be prepared by the training director to be used in an orientation talk. New workers might be brought together once a month for an orientation meeting. In addition, it might be advisable to have the personnel manager review all handbooks with the new workers.

General foremen development. A training program built around development of individual foremen by their line supervisors (assisted by the training director) should be started. This type of program would require a definite follow-up system.

Methods improvement training. A methods improvement program has been developed for all supervisors. It is expected that this will make supervisors more conscious of the desirability of work improvements.

Rating probationary employees. Supervisors need to receive formal training in rating new workers, anticipating possible troubles, and screening out new employees who appear to be bad risks.

Safety program. The training director should develop special programs to improve safety skills and attitudes. For example, one approach might be to have every foreman make a thorough inspection of the safety hazards in his department while accompanied by a safety specialist (possibly an insurance representative). The safety specialist would assist the foreman in identifying hazards. Following this, the foreman would make a weekly tour of the same area to review hazards. This routine would help make the foreman and his men more safety conscious.

Also, an intensive study should be made of accidents in each department and the information obtained should be made available to the foremen. In addition, foremen should be notified of the number of previous accidents each employee in their departments has had.

Training programs needed. To carry out these recommendations it is suggested that the following training programs be developed by the training director and conducted by the various department heads:

1. Job instruction program for foremen
2. Individual foreman development program
3. Methods improvement program
4. Departmental safety training program
5. Apprentice program
6. Cost control program
7. Quality control program
8. Plant communications program
9. Human relations program ♦

Community Relations

How Steel Told Its Story

Editor's Note: Quality products won't keep a company in business if the products aren't sold—that's the reason for advertising and sales promotion. In the same way, a corporation's policies and practices may be praiseworthy, but if employees, the local community, and the general public aren't told about the good that is being done, much of the effort is wasted. This article explains what the steel industry has done to improve its employee and public relations in recent years. In undertaking its industry-wide public relations program, steel started with the supervisor.

In 1946, a survey showed that attitudes of steelworkers and the general public toward the steel industry left much to be desired. The steel companies decided to do something about it. Two major programs were started: (1) additional attention to sound employee and community relations policies and practices, and (2) the development of various forms of communications to give employees, shareholders, customers, and the public a fuller understanding of what was being accomplished.

It has become a basic philosophy of steel that the starting point for good public relations is within the plant. The attitude of a community toward a company is built on the attitudes of employees.

One of the first steps taken to im-

prove employee attitudes was to give increased attention to supervision. Able and informed supervisors play a significant part in improving the work force, and with this in mind, many kinds of supervisory communication programs were started.

By 1955, 38 steel companies were issuing regular supervisory newsletters, 68 were holding regular meetings with supervisors, and 49 had completed supervisory training programs. Since 1948, steel company publications have nearly tripled, rising from 22 in 1948 to 65 in 1955.

The value of these activities and other enlightened employee relations policies is revealed by a recent survey conducted by Opinion Research Corporation, of Princeton, New Jersey (see table, right).

Fortified with improved policies and practices resulting in better employee relations, the industry has participated more and more over the years in community activities.

1946-1955 Trend: Steelworker Vote for Steel

Question: How do you think the steel industry ranks in comparison with eight other industries (these were listed) with regard to:

	1946	*1955*
Steadiest employment	21%	47%
Most friendly to employees	10%	34%
Highest average hourly wage	25%	38%
Best working conditions	19%	47%

In 1955, 11 steel companies cooperated with 10 universities in the development of community resources workshops for teachers. In these workshops, teachers can get college credit toward master's degrees in education by studying the people, places, or things in the community where they teach. They analyze how these may be applied in classrooms to make textbook instruction more meaningful to their students.

Family Day Tour at U.S. Steel's Chicago South Works—open houses for the public are a part of the steel industry's highly successful public relations program.

Steel on TV: L. R. Worthington, head of U.S. Steel Supply Division, talks over job opportunities in the steel industry with a Chicago high school student.

Steel companies contribute large sums of money annually to colleges and universities, to various charitable organizations, and for community improvement. Moreover, trained personnel are encouraged to take part in welfare and civic organizations which work for the betterment of plant-town communities.

Telling the story of these activities is the function of the public relations departments. Within the past seven years the number of steel companies having such departments has more than doubled, growing from 14 in 1948 to 33 in 1955. Fifty of the 96 company members of the American Iron and Steel Institute now have a public relations department of their own or a public relations counsel which serves in that capacity.

Varied and extensive communications to the public are constantly taking place. Forty-two companies publish human relations advertisements in local newspapers. Twenty companies have local radio programs. Five companies have local television, one of them on a national network. Fifty-six companies have held open-house programs for over a million people.

The results of community activities and public information programs were highlighted in the survey referred to earlier. The table below gives concrete evidence of improvement. ♦

1946-1955 Trend
Public Vote for Steel

Question: How do you think the steel industry ranks in comparison with eight other industries (these were listed) with regard to:

	1948	*1955*
Steadiest employment	7%	15%
Most friendly to employees	2%	7%
Highest average hourly wage	17%	32%
Best working conditions	6%	19%

Are Your Thinking Tools GETTING RUSTY?

By Charles W. Phillips

You wouldn't expect your workers to do a decent job without the proper tools. And since your job is managing people, your tools are the way you think—and therefore act. Are they in as good shape as they might be?

A SCIENTIST and his friend were traveling on a train through Wyoming. As they looked out the window, the scientist's friend said, "Those sheep on the mesa have just been sheared."

"Well," the scientist said cautiously, "they *seem* to have been—on this side."

This anecdote sums up an important difference between the way scientists and most other people think. Most of us take a quick look at something and leap to a conclusion; the scientist waits until he's collected all the facts he can. Even then his conclusion is only tentative, because he knows that no one can ever get all the facts about anything. And it's this cautions, skeptical, open-minded way of thinking, this habit of never taking anything for granted, that has produced the automobile, television, jet planes, and atomic energy.

What does this have to do with supervision? Simply this: Supervisors are trying to get things done through people—and leaping to false conclusions about things or people can be as damaging to production as leaping to false conclusions about nuclear fission would have been to the atomic-energy program.

If we want to manage our work and our workers with maximum effectiveness, we must base our

thinking about them on proven facts—because the way we think is the way we act.

Following are six facts about things and people that scientists believe to be true. Below each one is a "thinking tool" based on this fact. Consistent use of these tools will result in increased management skills and sounder judgment in all aspects of living.

1. No one knows everything.

This is true so far as I know.

In almost any organization there's a plant manager, a foreman, or a worker who is in the habit of saying, "You can't tell me anything about that." He may not put it in just these words, but he gives the impression of knowing all about some particular procedure, method, or technique. *So far as I know,* people like him are the most difficult to deal with, the biggest resisters of change and new methods, often even bottlenecks in production.

As the eminent mathematician C. J. Keyser once said, "Absolute certainty is a privilege of uneducated minds—and fanatics. It is, for scientific folks, an unattainable ideal." Therefore, we'd be wise to always add, at least to ourselves, to every statement we ever make, "This is true so far as I know."

2. Nothing is all black or all white.

This is true up to a point.

No human being is all bad or all good; no work group is completely efficient or completely inefficient; no method is the one "best" way or the one "worst" way. Yet, in spite of this, most people have the dangerous habit of *either-or* thinking: they think this group of men is either efficient or inefficient; I am either a success or a failure: a man is either a sound thinker (that is, he agrees with me about everything) or he is not. In other words, people fail *to think in terms of degrees.*

A similar habit is *all-or-none* thinking: one either agrees with everything President Eisenhower says and does, or one is not a Republican; all government agencies are full of incompetent, wasteful bureaucrats, or all government agencies are models of perfection; etc.

The cure for either-or and all-or-none thinking is continually to remind ourselves that, so far as we know, everything in this world is a matter of degree. With practice, one

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can acquire the habit of thinking, Such and such is true *up to a point.*

3. Everyone reacts in terms of his own personality and experience.

This is true to me.

Business consultant Kenneth Keys reports that when paper is dipped in the drug PTC (Phenylthio-carbimide) and people are asked to chew it for a few seconds, about 65 per cent say that it is bitter, 5 per cent that it is salty, 2 per cent that it is sweet, and 5 per cent that it is sour. The others find it tasteless. So the *fact* of PTC is not that it has a bitter taste, but that it tastes bitter to some people.

When Susie the secretary says that "Dancing is fun," and Maxie the mail clerk insists that "Dancing is boring," they are not arguing about an activity called dancing. They are arguing about how they personally react to dancing.

If a friend tells me he is going to buy six bottles of beer for tonight's pinochle game, and I say, "Buy Bloppo's. It's the best," I'm not reporting anything about the facts of Bloppo's beer. I'm talking about my reactions to Bloppo's beer.

Therefore it's wise to add, if only silently, to each of our statements such expressions as "it seems to me," "as I see it," "from my point of view."

4. No two things or two people are exactly alike.

This is true of A but not necessarily of B.

Most of us speak of houses, trees, schools, offices, men, women, as though all houses, all trees, all schools, all offices, all men, all women are alike. Actually, house *A* is not house *B*. And house *C* is not house *D*. Production clerk *A* is not production clerk *B*. Plant manager *A* is not plant manager *B*.

Two supervisors had dealings with an industrial engineer named Smith, who was opinionated and disagreeable. When Smith was replaced by industrial engineer Brown, the first supervisor said, "Industrial engineers are opinionated and disagreeable; I'll take care of this new guy!" The other supervisor said, "Smith was disagreeable and opinionated. Wonder what kind of a guy Brown will be?" The first judged all members of a group by his experience with one member of it; the other knew that everyone is different, and kept an open mind. There's not much doubt which supervisor dealt most successfully with Brown or with anyone else.

It is well to remember that there is no such person as a worker, a plant manager, a woman, a company president; there are only Bills and Joes and Marys and Toms, each quite different from the others.

5. Everything and everyone changes.

This was true yesterday but is not necessarily true today.

When Joe Smith first came to work, he was slow, ill-informed, tactless. In the five years since then, Joe has overcome some of the fear that caused him to be slow. He has

gone to school at night and learned a great deal. He has married and has become, thanks to his wife, more tactful. If his superior still thinks of Joe as he was five years ago, he may be missing a good bet for promotion.

The procedure a maintenance supervisor installed in his department three years ago may have been just the ticket at the time. Today it may be so outmoded that it handicaps not only his own department but other departments as well.

And you, as a supervisor, may have been a patient, understanding boss ten years ago. Maybe you still think of yourself that way. But ten years can bring a lot of changes. Have you taken a good look at yourself lately? Is this self-image still true? Are you (1956) the same as you (1946)?

All our notions, our statements, even our ideas about ourselves, should be "dated." What was true yesterday is not necessarily true today.

6. Things and people are different in different places.

This is true here but isn't necessarily true there.

A management policy that works beautifully in England may fall flat on its face in the U.S.A. A policy that may go over big in one company may fizzle in another. The environment is what makes the difference.

Kennth Keyes says that a mouse is able to learn that "cheese (in a mousetrap) is not the same as cheese (on the pantry shelf)." Human beings should be able to do at least as well as mice. Yet we find executives, foremen, and supervisors at all levels making the mistake of assuming that where something is done makes no difference.

When a group of Air Force civilian employees moved from a large Eastern city to a small Midwestern town, they met with a great deal of resentment from the local civilians.

The Easterners had naturally brought along with them their habits of thinking in terms of "Do it yesterday"; their expectation of exceptionally high performance levels; their work simplification, cost reduction, and work measurement techniques; their group attitude toward misuse of sick leave. The natives were slower; their group attitudes were different; they could not understand the hustle-bustle of the Easterners, and didn't hesitate to show it.

I am not saying that the Easterners should have slowed down. But less friction might have resulted if both groups had realized that *where* makes a difference and accepted each other more tolerantly.

Summary

The fields in which the greatest progress has been made—medicine, physics, chemistry, technology—are those where men use scientific, open-minded ways of thinking. The problems of management can be profitably tackled in a similar fashion. ♦

they're saying in conferences . . .

The role of employees in cutting costs . . . women's place in tomorrow's work force . . . some false notions about communications . . . a method of tailoring jobs to people—these were among the subjects discussed at AMA's Fall Personnel Conference, in New York

Employees Cut Costs

By enlisting their employees in a "cost concern" program rather than the usual cost reduction campaign, Ansul Chemical Company, of Marinette, Wisconsin, showed a 40 per cent increase in profits after taxes, even though sales dipped 9 per cent.

Company President Robert C. Hood explained that most businesses have three choices when they want to reduce costs: They can try (1) an across-the-board cut of a fixed percentage, decided upon by the president or general manager; (2) a series of selective cuts, decided upon by the president and his executive committee; or (3) a participative cost program, without any fixed percentages, in which all top policy and operating people are involved. The first was rejected by Ansul because it was "too arbitrary" and not sound business practice, the second because it did not "go deep enough." They selected the third method, Mr. Hood said, because "in the final analysis, a management can proclaim—but it is the operating personnel who perform. Since 90 per cent of our company's expenditures are handled by this group, these are the people we must reach."

A 20-man committee was appointed, made up of policy and operating people, and asked to develop a cost-concern program. After it had studied costs and sales data for the preceding five years, subgroups were formed to discover the most likely areas where costs could be shaved.

They went to work in areas where all the members had a common interest, such as travel, telephone and telegraph, overtime pay, supplies and postage. By working together in these cost areas, a common cost-concern attitude developed, which spread naturally to the individual's own activities and then to his subordinates. For example, one supervisory group noticed that the company spent hundreds of dollars annually on parcel-post insurance for shipping a two-dollar item. The

company stopped insuring the item, and in a year suffered only one two-dollar loss.

Another group suggested that telephone-cost report slips be returned to the long-distance caller to remind him how much his call had cost. These slips also showed the comparison between the telephone rate and night-telegraph rate. Within a short time, telephone costs were drastically reduced.

"To summarize," Mr. Hood said, "our over-all experience with cost concern supports the basic underlying theme of participative management — that people support what they help create."

Women and Labor Shortages

With a long-trend manpower shortage ahead, industry is going to have to make more and wiser use of women workers, the panel group that discussed woman's place in tomorrow's work force agreed. They urged business to adopt "a more rational approach" to the problem of working women.

Miss Karon Kehoe, Jobs Editor, *Charm* Magazine, served as moderator of the three-woman panel. Other members were Miss Ollie A. Randall, Consultant on Services for the Aged, Community Service Society, New York, and Miss L. E. Ebeling, Director of Personnel, The Sherwin-Williams Company, Cleveland.

Because of the low birth rate of the depression years and the restricted immigration since 1922, industry is already facing a labor shortage, both over-all and in specific job categories, Miss Ebeling said. "We cannot expect a normal number of young people to start entering the labor force until at least 1964. We are finding that we cannot get the people we want." For some reason, she claimed, industry is unwilling to admit that this shortage exists. If businessmen did admit it, they could solve the problem. "I have great faith in the ingenuity of management."

One possible solution is more employment of women, who already make up a third of the employed population, Miss Kehoe said. The tremendous advance in women's employment has been one of the most dramatic features of the past century, constituting a revolution as significant as the Industrial Revolution. The Industrial Revolution took women out of the work force. In pioneer days, men and women worked side by side to "keep the Indians from the door"; today, women are working to help "keep the wolf from the door."

In addition to the one tenth of women workers who are the only wage earners in their families, women make up two thirds of the supplementary earners in more than 17 million families, Miss Kehoe reported. Seventy per cent of all women who work are or have been married. Formerly women were considered to face a choice between home and career; now most women who marry expect to keep on working.

Today, as Miss Ebeling pointed out, it is possible to have a double

career. The "interrupted career," whereby the woman returns to the labor force in her middle years, is a growing pattern, she said. Since more than half of all women who marry do so at or before the age of 22, children are likely to be grown by the time the mother is 40 or so. And housekeeping has become so simple that "women have to get out of the home to express themselves."

As a result, more older women are going to work, which presents a problem that is part of the over-all problem of the older worker. For women, Miss Randall said, "older" tends to mean 35 and over. The prejudice against women in this age group, she pointed out, is comparable to that against men of 45 and older.

One of the big problems in hiring older workers, whether men or women, is that of pension plans. Payment of an adequate pension costs the company too much in proportion to the years of service the individual employee has given. The alternative, a pension based on length of service, is hard on the retiring worker. One possible solution, suggested by Miss Ebeling, might be making pension rights transferable among companies when an individual changes jobs.

Audience questions stressed the possible connection between employment of mothers and juvenile delinquency. Research so far, according to Miss Kehoe, indicates no particular connection between working women and juvenile delinquency. "It is the quality of the time the mother spends with the child not the quantity that counts," she said. "Juvenile delinquency seems to occur as often in families where the mother does not work outside the home as in families where she does. If industry is so concerned about children of working mothers, why doesn't it do more about providing day-care centers and other facilities for supervision?"

No News Isn't Good News

Communicating meaning is such a difficult process that businessmen, instead of being angered by communications failures, should be grateful for those rare occasions when communication does lead to mutual understanding, Dr. David Emery, Conference Director, Executive Communication Course, American Management Association, said.

One of the basic problems of all human communications, according to Dr. Emery, is that people are different. They have different habits and different knowledge. As a result, the same situation has different meanings to each of them. Each has his own personal "filter," which sifts and colors incoming information. Therefore, what Mr. A means by what he says is rarely if ever the same as what Mr. B understands him to mean.

Businessmen tend to take it for granted, the speaker said, that understanding automatically results from communications in the absence of ill will or some physical barrier. This common assumption

in business folklore is one of a number of mistaken ideas that need to be cleared up in the interests of good communications. Some of the other mistaken ideas listed by Dr. Emery were:

1. "No news is good news." This is a common rationalization, he said, of executives and supervisors who postpone appraisals of their subordinates' performance even though they know that problems exist.

2. "Let sleeping dogs lie." This is a frequent excuse of management men for not facing up to misunderstandings they find hard to express or solve.

3. "Children (that is, subordinates) should be seen and not heard." The man who adopts this attitude is simply cutting off his own sources of information.

4. "Let the facts speak for themselves." The trouble is, according to Dr. Emery, that they don't; filters are always at work.

5. "The more communications the better." This is simply not so, the speaker declared. Many businesses suffer from "reportitis" and other forms of overcommunications. We must try to increase the *quality* not the *quantity* of our communications.

To make communications more effective—that is, understood, accepted, and acted upon—Dr. Emery suggested six essential ingredients:

1. Honesty of purpose. The sender must analyze and understand his own immediate and long-range objectives.

2. A common interest between sender and receiver. "You may have to look for it."

3. Mutual respect. "People are amazingly sensitive to its presence or absence. Without it, true cooperation is unlikely."

4. A desire to understand. "The sender should seek to learn when he communicates, at a minimum, the receiver's reaction. Usually the receiver will have additional information to give if he gets a chance. A good communicator is a good listener."

5. The message must help. People may cooperate for a while out of politeness or dependence, but in the long run they will ignore messages that fail to help them. "Communicate for tomorrow, not just for today."

6. The meaning must be clear. This is not a matter of mechanics alone; it also depends on the first five principles.

Tailoring Jobs to People

At General Electric, Vice President L. R. Boulware said, they have developed a "job marketing" program to match their product-marketing program. Not that they regard labor as a commodity, like a product. Instead, Mr. Boulware said, "product marketing is a process of pleasing people with products and . . . job marketing is a process of pleasing people with jobs. . . . Accordingly, we try to find out from our employees what they want in their jobs and in what ways they feel their present jobs fall short of that."

They try to accomplish this as much as possible through two-way mass communications and two-way man-to-man communications. "In all this," Mr. Boulware said, "we have the same single standard that we apply in the rest of our business. First, we seek the truth, regardless of how unpleasant it may be to us. Second, we tell the truth, regardless of who may have to be contradicted . . . or temporarily offended among those we want to help and want eventually to trust and like us. Third . . . we want to do right voluntarily and have everybody know that we are trying our best to do so."

To achieve this, their entire management is devoted to four goals: good pay for good work; good human interest—both ways; good understanding of jobs and of the economic relationships among interdependent specialists; and good community relationships.

"Whether we . . . admit it or not, we are all dreamers," Mr. Boulware concluded. "And our fondest dream —on the home or international front—is that our creative powers, our fabulous facilities, and our productive energies will some day stop being used largely for destruction and will all be utilized solely for the things that add up to greatly increased material and spiritual living.

"We see no reason why that dream . . . cannot be realized. . . . Required only, we believe, is the investment of an adequate quality and quantity of attention by all concerned in developing an understanding of our economic and human interdependence and then in nurturing the already present determination of all good free citizens to do right voluntarily in the light of the facts in their possession.

"If that's an impractical dream, we plead guilty. For that's what we in General Electric are trying to do our part to accomplish." ♦

Is the Suggestion Any Good?

Here's a checklist Monsanto Chemical Company supervisors use to determine whether employee suggestions are worth something or not:

1. Is the main idea of the suggestion practical?
2. Is any part of it practical?
3. Has the idea or a similar one been suggested by someone else?
4. To what extent is this suggestion within the duties of the worker who came up with the idea?
5. If the idea is accepted, will it improve product quality? reduce need for materials? cut down on labor costs? create other savings?
6. If the idea is approved, will you make use of it?
7. How much will it cost the company to put the idea into effect?
8. How much can be saved if the suggestion is approved?
9. Is the advantage to the company of a permanent or temporary nature?
10. If the idea is to be rejected, give enough facts so that a satisfactory letter can be written to the person who suggested the idea.

PLANNING AHEAD

with Supervisory Management

THE article on page 5 shows how group participation in a departmental decision resulted in greater effectiveness and satisfaction for everyone concerned. The value of participation is one of the most valuable lessons that management has learned in recent years.

SUPERVISORY MANAGEMENT also believes in group effort. Last month in our first issue we invited participation from readers who want to submit articles or short ideas for publication. Some readers may feel that they have no flair for writing themselves, but may want a voice in shaping the content of the magazine. They may want to see articles on particular subjects.

Below are some of the topics we plan to cover in coming months. Which of these would you most like to see in an early issue? What is missing? Have we overlooked a topic that is of vital interest to you? Possibly you have a subject in mind and even know a man who could present it well in an article. We'd appreciate your suggesting a topic and, if you wish, a possible author.

Absenteeism
Arbitration
Automation
Communications
Cost Control
Creativity
Counseling
Decentralization
Delegation
Discipline
Employee Attitudes
Fringe Benefits
Grievance Handling
Human Relations
Induction
Industrial Engineering
Industrial Psychology
Interviewing
Labor Relations
Layoffs
Maintenance
Materials Handling
Methods Improvement
Morale
Motivation
Noise
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